

City of Denton, Texas

RFP Response for

Amazon HQ2



Contact:

L. Caroline Booth

Director, Department of Economic Development

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Office of the Mayor

215 E. McKinney St., Denton, TX 76201 • (940) 349-7717

September 29, 2017

Mr. Jeff Bezos
Amazon
Office of Economic Development
c/o Site Manger Golden
2121 7th Avenue
Seattle, WA 98121

Dear Mr. Bezos,

Denton, Texas, is the northern gateway into Texas' largest metropolitan area – the Dallas-Fort Worth Metroplex. Denton is not a suburb, but a growing, thriving city of 134,000. Denton is a community of opportunities: we're welcoming, innovative, creative, and authentic. We are characterized by our two state universities, strategic location on the I-35 corridor, friendly, small-town feel paired with big-city amenities, and our vision for business investment and smart growth.

Education is woven into the fabric of Denton and is one of the greatest assets our community can offer Amazon. We are home to both the University of North Texas (UNT) and Texas Woman's University (TWU) and will soon have a branch campus of North Central Texas College (NCTC).

- UNT is the 28th largest university in the country with a diverse student body of over 38,000. Ranked as a Tier One Research University by Carnegie, UNT has been aggressive in its growth of both graduate and Ph.D. programs. UNT is considered a leader in computer sciences, video game design, logistics, and design thinking.
- TWU holds a distinctive position as the nation's largest university primarily for women, and advancing women's careers and leadership abilities are key elements of its vision, mission, and strategy. In 2017, the State of Texas funded TWU to create the state's only Center for Women's Leadership in Business, Politics, and Public Policy.
- NCTC is the State of Texas' workforce training partner in Denton County and has trained thousands of workers in various industries. NCTC is the only Department of Labor TechHire grant recipient in the state. Through this four-year, \$4 million grant, NCTC is increasing the tech talent pipeline in Denton and the region.

Denton Independent School District (DISD) is one of the fastest-growing public educational systems in the region, and recognizes that coding and development are becoming fundamental skill requirements to prepare students for the workforce. At the K-5th grade level, DISD offers robotics and Minecraft clubs along with coding and Raspberry PI summer camps. Middle school and high school campuses have a computer science course pathway from 8-12th grade, participate in the Hour of Code global initiative, and offer robotics clubs. What's more, DISD's Advanced Technology Center provides high school juniors

OUR CORE VALUES

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and seniors with professional training and/or high school/university dual credit opportunities, including nine professional computer certifications.

Denton's location and transportation connectivity are unsurpassed in the region. We are situated at the convergence of Interstate 35 East and West. The Texas Department of Transportation is wrapping up the *35 Express* project in 2017. This 30-mile expansion project runs from U.S. Highway 380/I-35 in Denton to I-635/I-35 in Dallas. Denton is 22 miles from DFW International Airport and 32 miles from Dallas Love Field, which together offer 125 daily nonstop flights to Seattle, San Francisco, New York City, and the D.C. metro areas. Denton's own municipal airport, Denton Enterprise (DTO), is the 7th busiest airport in Texas, and offers full service FBO support for corporate and charter users. Denton County Transportation Authority provides public transportation in Denton and between Denton and Dallas, offering commuter rail via the A-train, bus service via Connect, and a commuter vanpool program. The City's Active Transportation Plan is creating a connected network of walking and bike trails, with on-street routes and multi-use trails to get people to their destinations.

Denton's culture is what draws people to our community and keeps them here. Dentonites are young – the median age is 28 – and highly educated, with 35% of our residents holding a bachelor's degree or higher. We have a growing startup and tech culture and are recognized around the world for our vibrant indie music and arts scene – Norah Jones, Sarah Jaffe, Sarah Hickman, Midlake, and Don Henley all lived and created in Denton. The city's heartbeat emanates from our vibrant downtown, which is anchored by the century-old, lovingly restored Courthouse-on-the-Square. Denton is a certified Main Street City that has almost 500 renovated historic structures. Sustainability is a priority for Denton, and we have a 3 STAR certification from STAR Communities, the nation's leading framework and certification program for local sustainability. Denton Municipal Electric, our City-owned utility, is a national leader in renewables, providing 40% renewable energy to each and every customer at no additional cost, with plans to increase that to 70% by 2019.

Denton recognizes that reducing initial and ongoing costs of a project of this magnitude are critical decision drivers for Amazon. The City has discretion when it comes to incentives, and we would fully utilize every available tool for the project. With our partners at the school district, county, and state levels, we will assemble a competitive incentive package for HQ2.

Denton is a city that's willing to grow with Amazon. We have the mix of business climate, creative culture, urban setting, and talent that Amazon is looking for in a new location. As the mayor of Denton, and on behalf of our City Council, I am pleased to invite Amazon to make Denton the home of HQ2.

With best regards,



Chris Watts
Mayor

OUR CORE VALUES
Integrity • Fiscal Responsibility • Transparency • Outstanding Customer Service

An aerial photograph of Denton, Texas at sunset. The sky is filled with warm, orange and yellow hues. In the center of the image is the Denton County Courthouse, a large, ornate building with a prominent dome and clock tower. The town is surrounded by a mix of modern and historic architecture, including brick buildings and larger commercial structures. A large, green, open park area is visible in the foreground, with several parking lots and streets filled with cars. The overall atmosphere is one of a vibrant, growing community.

Denton, Texas

Response to Amazon HQ2 RFP

Labor and Wages

AVAILABLE WORKFORCE

City of Denton – 68,000

Denton County – 400,000

Title	SOC	Entry Level	Mean
Executive/Management	11-1021	\$60,000	\$140,000
Engineers-Software Developers, Applications	15-1132	\$71,400	\$107,500
Legal	23-1011	\$78,300	\$152,700
Accounting	13-2011	\$49,900	\$81,000
Administrative	43-6014	\$23,700	\$36,300

35.8% of Denton's residents have a bachelor's degree or higher, versus the state average of 28.4%.

Education

Denton is home to two universities and a community college

- University of North Texas
- Texas Woman's University
- North Texas Central College
- Spring 2017 combined enrollment at the universities was 48,362

Denton Independent School District (DISD)

- Serves 17 cities and is one of only 10 percent of districts nationwide offering orchestra at the elementary level
- K-5th grades: Robotics & Minecraft clubs, coding summer camps, Raspberry PI Camp, and science camp
- Middle & High school: Project Lead the Way, Hour of Code, robotics, & ATC

LaGrone Advanced Technology Complex (ATC) for DISD juniors & seniors

- 50 professional certifications or licenses in 15 career areas
- Adobe, Microsoft, Cisco, and ICND certifications for high school students

Quality of Life – Daily Living



Denton Community Market

Shopping and daily errands are easy in Denton. Whether it's a trip to the Denton Community Market or retail shopping, there are a wide array of options.



Twilight Tunes on the Courthouse Lawn

Dentonites enjoy outdoor live music such as Twilight Tunes during the spring, but music lives year-around thanks to a strong local venue and house show music scene.



Denton's Day of the Dead Festival

Denton is known for its events: Day of the Dead, Arts & Jazz, Dog Days, Arts & Autos, North Texas Fair & Rodeo, and the list goes on.

Quality of Life – Recreational Activities



Denton Area Running Club (DARC) Wed. Night Run

Denton's average of 228 days of sunshine per year, allows for many recreational activities year round. Running has grown in popularity recent years.



Horseback riding at Lake Ray Roberts

Denton is in the heart of horse country, where you can tour local ranches, see horse shows, or take a trail ride around Lake Ray Roberts.



Denton Clear Creek at Lake Ray Roberts

Denton Parks & Rec has 75 athletic fields, 30 parks, 27 miles of trails, 10 facilities, two pools, a water park, a dog park, and countless recreational activities and classes.

Quality of Life – Diversity in Housing



Single-Family home located in Paloma Creek

The median price per square foot for new homes in Denton is \$124, and the median home price is \$265,000.



Home located in Historic District

In 2017, building permits for single-family homes almost doubled from 2016. There are four planned communities proposing a total of about 30,000 new homes.



H² apartments in Downtown Denton

Denton has about 22,858 renter-occupied units with a median rent of \$935. Planned communities are set to include multi-family housing creating about 8,217 new units.

Quality of Life – Connectivity

www.myA-Train.com



DCTA A-Train offers Free Fare Zones

DCTA provides public transportation in Denton and between Denton and Dallas, offering passenger rail via the A-Train (connects to DART Rail in Carrollton), bus service via Connect that accommodates bicycle riders, and a commuter vanpool program.

www.35ExpressProject.com



35Express Project – North Segment

The 35Express construction project extends 30 miles, from US 380/I-35 in Denton to I-635 in Dallas County expanded frontage road & bridge capacity. Three lanes north/south bound will alleviate congestion during peak times.

www.BikeWalkDenton.com



City of Denton Bike Walk Denton Program ad

The Active Transportation Plan is working to make active transportation safer and more accessible in Denton. The program plan is creating a connected network of hiking trails and bike trails, with on-street routes and multi-use trails for people to reach their destinations.

Location. Sustainability. Culture.

Denton is characterized by our **strategic location** and our vision for business investment and smart growth.

Denton has a **3 STAR certification** from STAR Communities, the nation's leading framework and certification program for local sustainability.

Denton is a community of opportunities. We are welcoming, **innovative, creative, and authentic**. Our friendly, small-town feel is paired with big-city amenities.

Original. Independent. Denton.



Denton is a place that fits each person like their favorite pair of jeans; a place where originality and independence are embraced, encouraged, and celebrated.

DENTONING: \dent\un\ing

(intransitive verb)
The experience of enjoying/ discovering/ exploring all that the great City of Denton, Texas, has to offer.

Available Sites

Denton offers two primary sites and a complementary site for Amazon's HQ2 expansion.

Both the Cross Timbers and Hickory Creek primary sites exceed the desired criteria as stand-alone sites. Each site has its own unique characteristics, offers room to grow, and is connected to active centers of our community.

The Innovation District site offers additional options for redevelopment in the heart of Denton's tech and entrepreneur district.

All options are on the table when combining locations for the perfect HQ2 expansion.

Easy Links:

Google map of sites: <https://goo.gl/yRwLhA>

Video of sites: <https://vimeo.com/235934617>

Vimeo password: Password

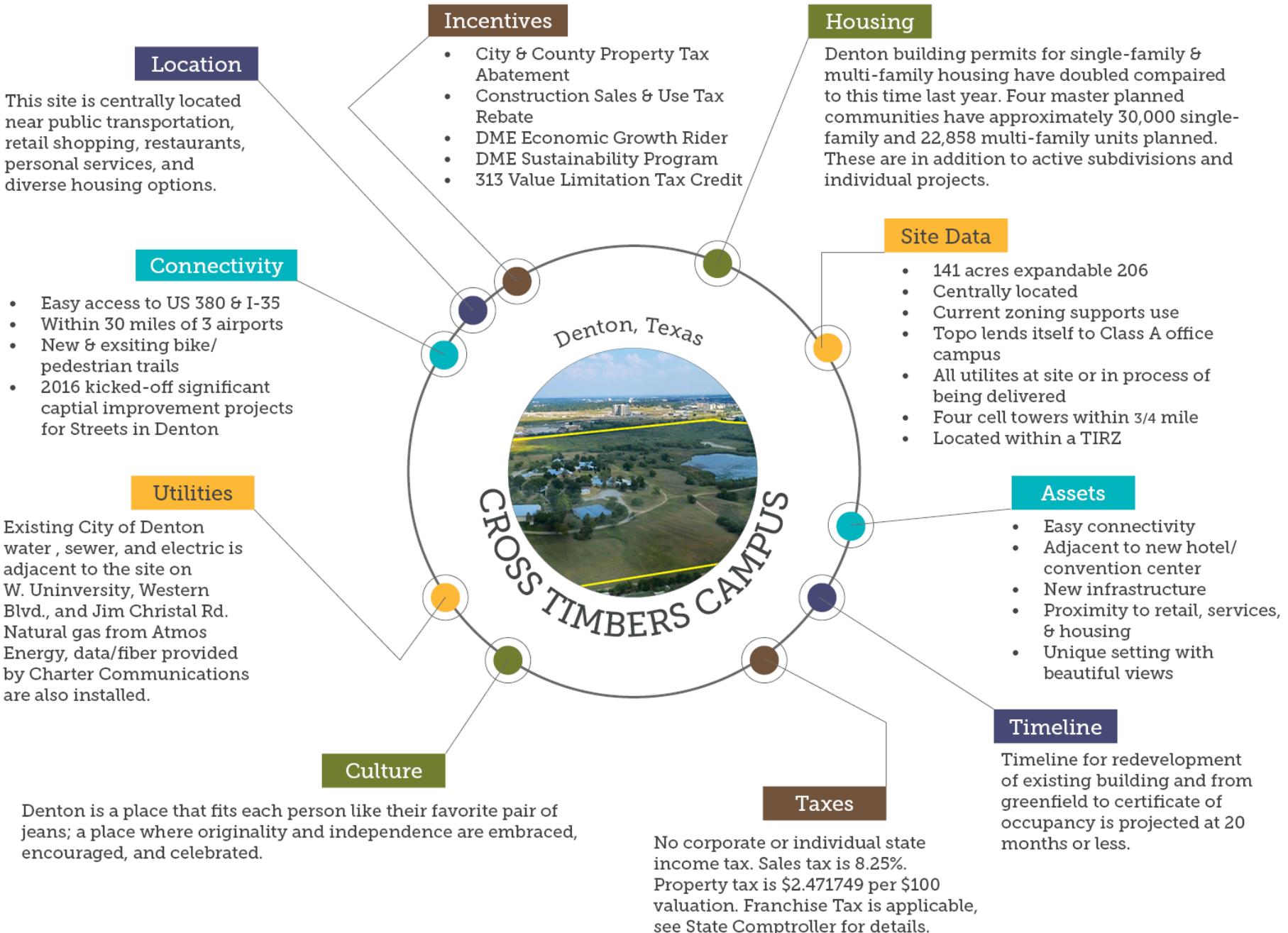
Innovation District
(complementary site)



Cross Timbers
(primary site)



Hickory Creek
(primary site)



Cross Timbers Campus

- The full site is 206 acres, 141 are zoned for building.
- This configuration provides access on W. University Dr./US 380, Western Blvd., and Jim Christal Rd.
- While the largest of the sites presented, it has just two owners.
- The site is both a redevelopment and greenfield space. It has an existing amphitheater and buildings of historical significance designed by renowned Texas architect O'Neil Ford. The manmade pond could be a focal point for walking trails and outdoor activity areas.
- The southern edge is defined by a Kansas City Southern commercial rail spur.
- Estimated timeline to go from greenfield to certificate of occupancy is 20 months.
- A significant area of this site is located within a Tax Increment Reinvestment Zone.



Google aerial map of site to show full size.



Cross Timbers Campus – Site Utilities



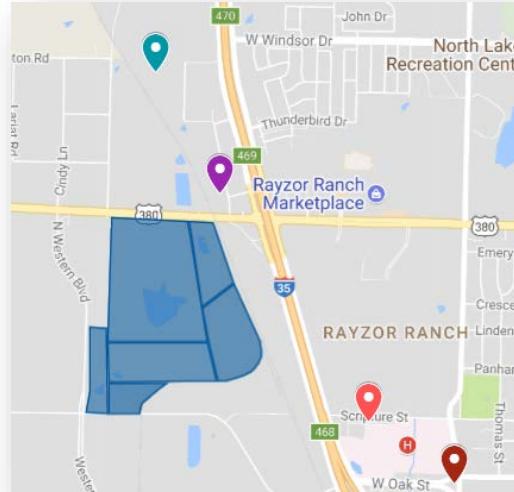
Denton Municipal Electric infrastructure

Denton Municipal Electric primary overhead lines in blue and primary underground in green, two substations are within 1 mile.



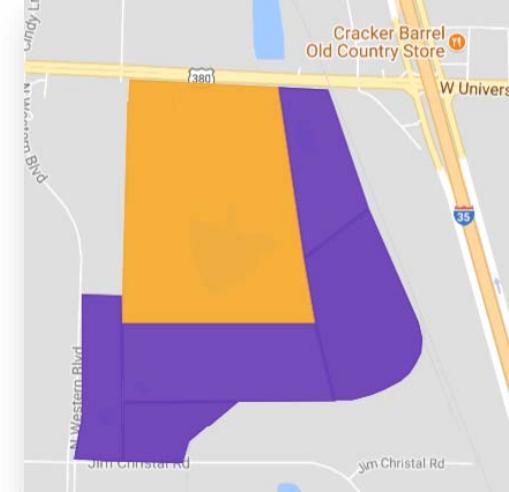
City water and wastewater

City of Denton utilities for water (blue lines) and wastewater (red lines) are adjacent to the site as shown here.



Cell towers near site

Four cell towers are located within $\frac{3}{4}$ mile of the site. Fiber is located on W. University and Western Blvd. and can be easily extended.



Ownership breakdown of site

The site ownership is split: 88 acres & 118 acres. Both are willing sellers.

Cross Timbers Campus – Incentives

Incentive	Responsible for Approval	Timing Estimate
Tax Increment Reinvestment Zone	City Council	~30-60 days
City and County Property Tax Abatement₁	City Council/ County Commissioners	~30-75 days
Construction Sales and Use Tax Rebate	City Council	~30 days
DME Economic Growth Rider	Automatic if qualified	
DME Sustainability Programs	City Council	~30 days
Chapter 380 Grants/Rebates	City Council	~30 days
School District Chapter 313 Value Limitation Tax Credit	School Board	~30-60 days

Tax Abatements have public notice requirements in Texas₁. Denton County will consider tax abatements after the City Tax Abatement Agreement is approved₁.

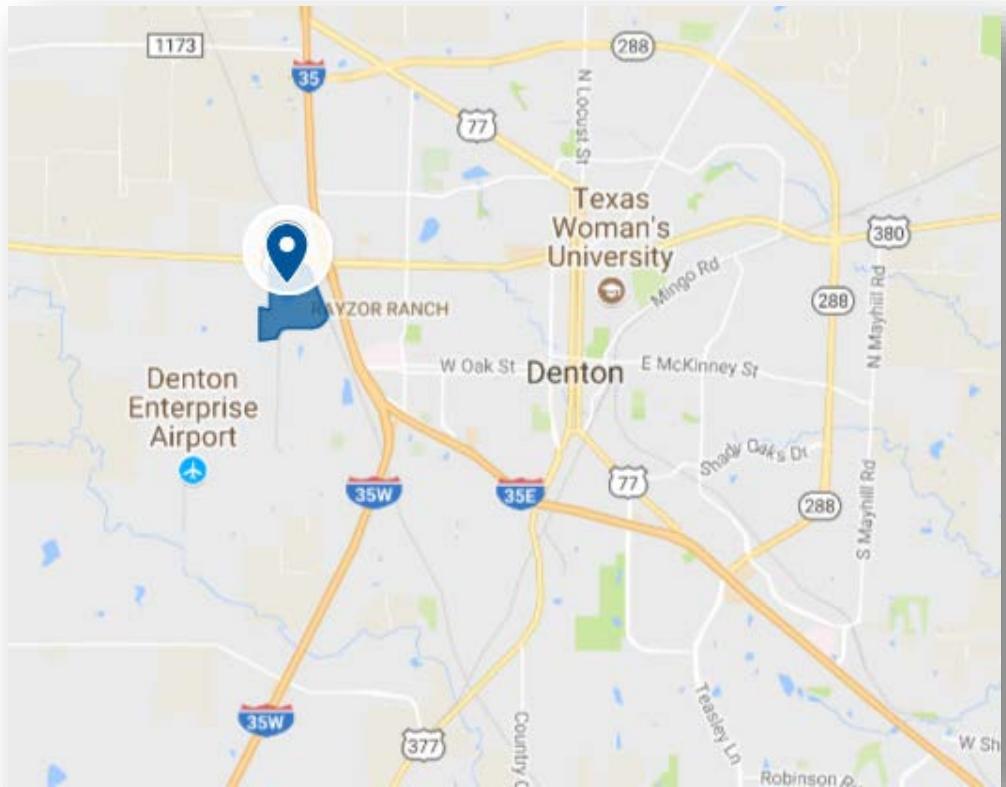
The Denton community voted to support public transit through the Denton County Transportation Authority instead of collecting Type A or Type B sales tax for economic development incentives, making alternative transportation a priority.

Cross Timbers Campus – Connectivity



- Connect to I-35 via W. University/US 380 intersection
- DCTA connect bus service and commuter vanpool, walk/bike connectivity available.
- Walk/bike plan designates Western Blvd. and Jim Christal Rd./Oak St. to have a sidepath.
- 1.5 miles from Denton Enterprise Airport, 20 miles from Alliance Airport, 20 miles from Dallas-Ft. Worth International Airport and 30 miles from Dallas Love Field.
- US 380/W. University expansion was completed in spring of 2017.

Cross Timbers Campus – Summary



- Site location offers easy connectivity to I-35, US 380, and bike/pedestrian routes
- Site is near the newly opened LEED Gold certified hotel & convention center
- Pastoral setting offers topography & natural beauty for a Class A office campus
- New infrastructure: roadways, data, and utilities
- Close to retail, dining, personal services, and diverse housing options

Location
This site is located near public transportation, retail shopping, restaurants, personal services, and diverse housing options.

Incentives

- City & County Property Tax Abatement
- Construction Sales & Use Tax Rebate
- DME Economic Growth Rider
- DME Sustainability Program
- 313 Value Limitation Tax Credit

Housing

Denton building permits for single-family & multi-family housing have doubled compared to this time last year. Four master planned communities have approximately 30,000 single-family and 22,858 multi-family units planned. These are in addition to active subdivisions and individual projects.

Connectivity

- Easy access to US 380 & I-35
- Within 30 miles of 3 airports
- New & existing bike/ pedestrian trails
- New 4-lane divided Mayhill Rd., under construction, is due for completion late 2019

Site Data

- 100 acres expandable 206
- Centrally located
- Current zoning supports use
- Topo lends itself to Class A office campus
- All utilities at site or in process of being delivered
- Five cell towers within 1/2 mile

Utilities

Existing City of Denton water, sewer, and electric is adjacent to the site. Natural gas from Atmos Energy and data/fiber provided by Charter Communications are included in the ongoing Mayhill Rd expansion project.

Culture

Denton is a place that fits each person like their favorite pair of jeans; a place where originality and independence are embraced, encouraged, and celebrated.

Assets

- Easy connectivity
- Adjacent to new hotel/ convention center
- New infrastructure
- Proximity to retail, services, & housing
- Unique setting with beautiful views

Timeline

Timeline to go from greenfield to certificate of occupancy is projected at 20 months or less.

Taxes

No corporate or individual state income tax. Sales tax is 8.25%. Property tax is \$2.471749 per \$100 valuation. Franchise Tax is applicable, see State Comptroller for details.

Hickory Creek Campus

- Site is 100 acres expandable to 177.
- Located on Mayhill Rd., between Spencer Rd. to the north and multi-family housing and the DCTA A-Train at the south.
- Three plats combine to create the 177 total acreage. The current zoning supports the use for this project.
- The site offers greenbelt and prairie rolling topo that would lend itself to a campus setting that includes walking trails and outdoor activity areas.
- Estimated timeline to go from greenfield to certificate of occupancy is 18 months.

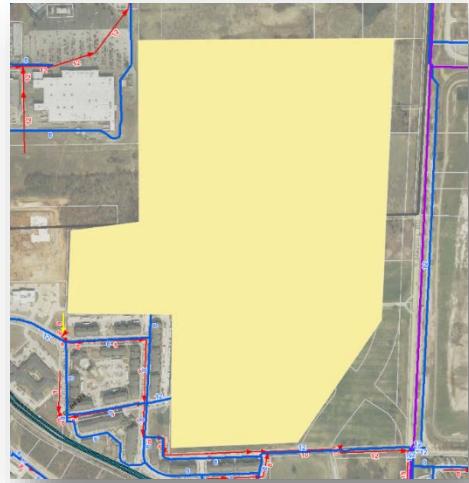


Hickory Creek Campus – Site Utilities



Denton Municipal Electric infrastructure

Denton Municipal Electric primary overhead lines in blue and primary underground in green, three substations are within a $\frac{1}{2}$ mile.



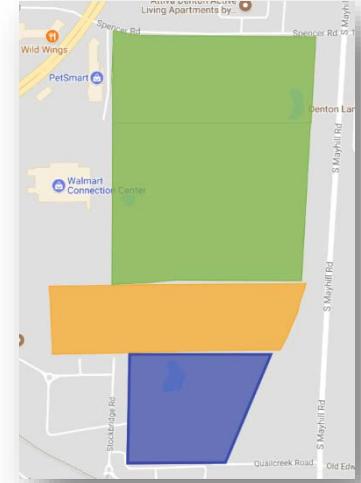
City water and wastewater

City of Denton utilities for water (blue lines) and wastewater (red lines) are adjacent to the site as shown here.



Cell towers near site

Three cell towers are located within $\frac{1}{4}$ mile south and two cell towers within $\frac{1}{2}$ mile north. Due to the expansion of Mayhill Rd., new fiber will be installed.



Ownership breakdown of site

The full 177 acre site is comprised of three smaller plats with willing sellers.

Hickory Creek Campus – Incentives

Incentive	Responsible for Approval	Timing Estimate
City and County Property Tax Abatement₁	City Council/ County Commissioners	~30-75 days
Construction Sales and Use Tax Rebate	City Council	~30 days
DME Economic Growth Rider	Automatic if qualified	
DME Sustainability Programs	City Council	~30 days
Chapter 380 Grants/Rebates	City Council	~30 days
School District Chapter 313 Value Limitation Tax Credit	School Board	~30-60 days

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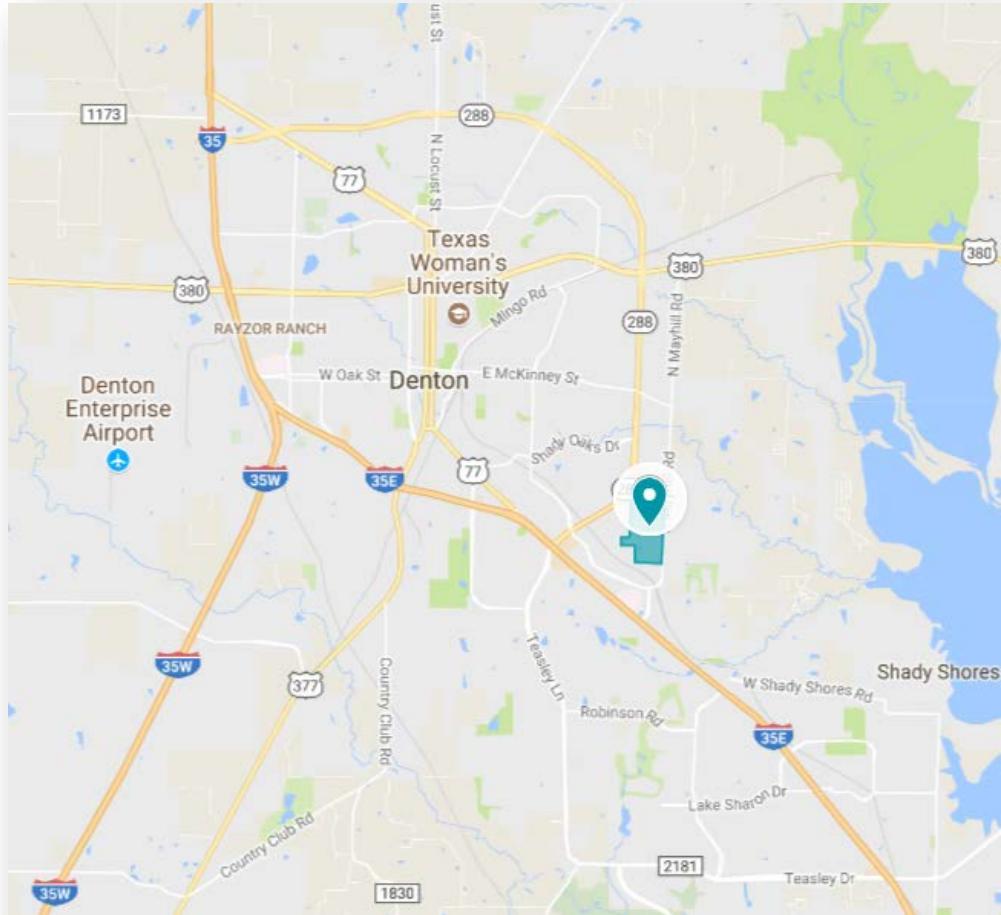
The Denton community voted to support public transit through the Denton County Transportation Authority instead of collecting Type A or Type B sales tax for economic development incentives, making alternative transportation a priority.

Hickory Creek Campus – Connectivity



- Connect to I-35 via Mayhill Rd. intersection
- DTCA Commuter Rail MedPark Station walk/bike connectivity with proposed Mayhill Road realignment project underway.
- 8 miles from Denton Enterprise Airport, 20 miles from Alliance Airport, 20 miles from Dallas-Ft. Worth International Airport and 30 miles from Dallas Love Field.
- Reconstruction of Mayhill Road includes a 10' sidepath for bicycle and pedestrian traffic. This will ultimately connect the Denton Rail Trail, US 380, and the Greenbelt Corridor. These links are part of the Regional Veloweb, which connects the DFW region through a system of off-street bike and pedestrian trails. The Denton Rail Trail connects Denton to the Dallas Katy Trail.

Hickory Creek Campus – Summary



- Site location offers easy connectivity to I-35, US 380, A-Train, and bike/pedestrian routes
- Site is adjacent to MedPark A-Train providing direct access to Downtown Denton and Dallas Area Rapid Transit
- Lush tree canopy and topography for a Class A office campus
- New infrastructure: roadways, data, and utilities
- Close to retail, dining, personal services, and diverse housing options

Location
This site is centrally located near public transportation, retail shopping, restaurants, personal services, and diverse housing options.

Incentives

- City & County Property Tax Abatement
- Construction Sales & Use Tax Rebate
- DME Economic Growth Rider
- DME Sustainability Program
- 313 Value Limitation Tax Credit

Housing

Denton building permits for single-family & multi-family housing have doubled compared to this time last year. Four master planned communities have approximately 30,000 single-family and 22,858 multi-family units planned. These are in addition to active subdivisions and individual projects.

Connectivity

- Located next to DCTA Downtown Transit Center
- Within 30 miles of 3 airports
- New & existing bike/ pedestrian trails

Site Data

- 8 acres expandable to 17 on the same block or 40 within two blocks
- Centrally located
- Current zoning supports use
- All utilities at site
- One cell towers within a mile
- Located within a TIRZ
- Easy connectivity with either primary site selected

Utilities

Existing City of Denton water, sewer, and electric is adjacent to the site E. Hickory and E. McKinney streets. Existing natural gas from Atmos Energy, data/fiber provided by Charter Communications.

Culture

Denton is a place that fits each person like their favorite pair of jeans; a place where originality and independence are embraced, encouraged, and celebrated.

Assets

- Easy connectivity
- Near UNT & TWU universities
- Near co-working, tech, & startup businesses
- Proximity to retail, services, & housing

Timeline

Timeline for redevelopment of existing building and from greenfield to certificate of occupancy is projected at 24 months or less.

Taxes

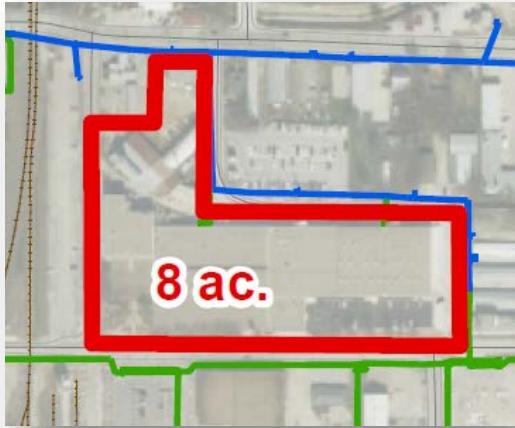
No corporate or individual state income tax. Sales tax is 8.25%. Property tax is \$2.471749 per \$100 valuation. Franchise Tax is applicable, see State Comptroller for details.

Innovation District Campus

- The proposed site is 8 acres, but has potential for redevelopment of up to 40 acres.
- Located right across the street from the Downtown Transit Center, Denton Rail Trail and network of on-street bike infrastructure that includes sharrows
- Two universities (TWU & UNT) are within 1 mile & 3 miles, respectively.
- Estimated timeline of redevelopment to certificate of occupancy is 24 months.
- More than 80 restaurant & nightlife destinations and specialty shops within a 10-20 minute walk.
- Next to an existing rehabilitated 28,330 square foot building and 110 new residential units that surround it.
- Located near co-working, tech, and startup businesses.



Innovation District Campus – Site Utilities



Denton Municipal Electric infrastructure

Denton Municipal Electric primary overhead lines in blue and primary underground in green, two substations are within 1 mile.



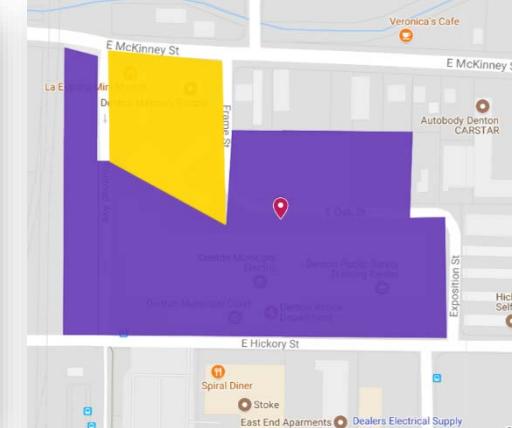
City water and wastewater

City of Denton utilities for water (blue lines) and wastewater (red lines) are adjacent to the site as shown here.



Cell towers near site

One cell tower is located within $\frac{1}{2}$ mile of the site. WiFi is broadcast on the E. Hickory corridor and on the Square. Fiber is located on E. Hickory.



Ownership breakdown of site

The site ownership is split between the City of Denton and one private owner.

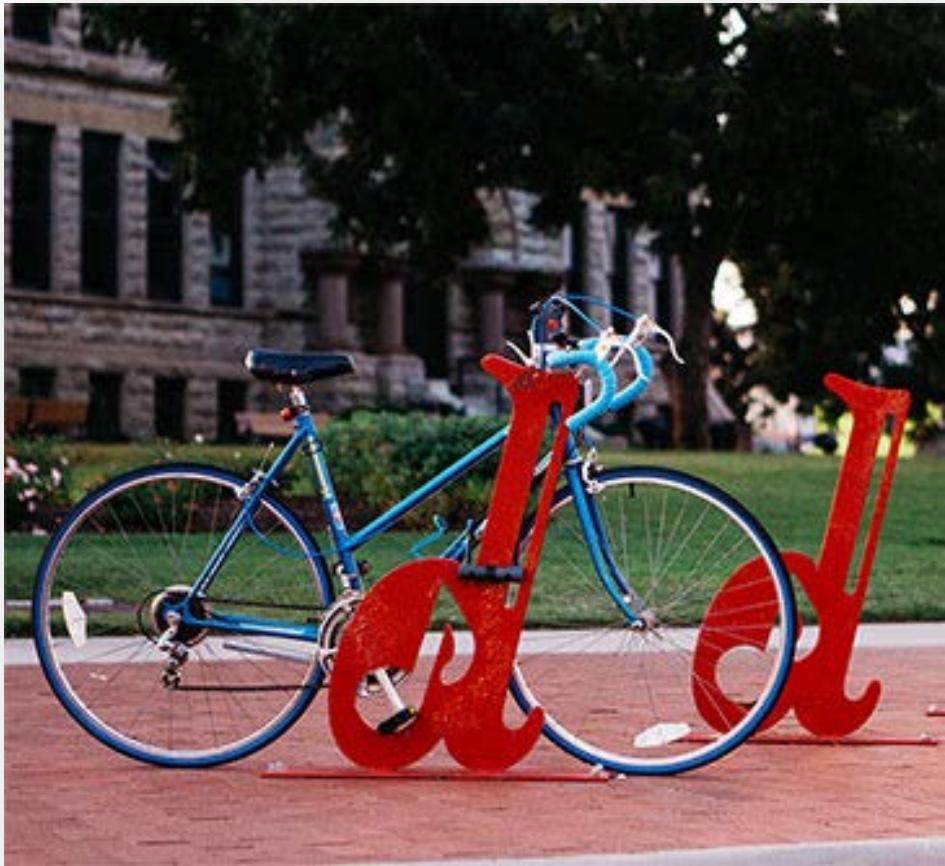
Innovation District Campus – Incentives

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The Denton community voted to support public transit through the Denton County Transportation Authority instead of collecting Type A or Type B sales tax for economic development incentives, making alternative transportation a priority.

Innovation District Campus – Connectivity



- This campus is located right across the street from the Downtown Transit Center.
- 8 miles from Denton Enterprise Airport, 20 miles from Alliance Airport, 20 miles from Dallas-Ft. Worth International Airport and 30 miles from Dallas Love Field.
- This site is positioned at the head of the Denton Rail Trail, which will connect users all the way to Dallas when complete. There is also a network of on-street bike infrastructure with a mix of sharrows and bike lanes on Hickory St. and Oak St. A funded project will construct bike infrastructure on Sycamore from the Downtown Transit Center to the heart of the UNT campus.

Innovation District Campus – Summary



- This campus is located right across the street from the Downtown Transit Center, which connects via DCTA A-Train rail to the proposed Hickory Creek Campus site and then south to Dallas..
- More than 80 restaurants and nightlife destinations and more than 50 specialty shops are located in Downtown Denton, which is a 10-20 minute walk.
- The University of North Texas and Texas Woman's University are less than three miles away from this site.
- Next door is the Railyard, a transit-oriented development. The owner, Railyard Partners, Ltd., rehabilitated an existing 28,330 square foot building and added 110 new residential units surrounding it.
- Downtown core redevelopment project to complement or expand either the Hickory Creek or Cross Timbers campuses.

Community Support – Denton TX and HQ2

The following elected officials, education partners, businesses, and surrounding communities wish to express their support of a partnership between Denton and Amazon for the HQ2 project.

- State Representative Dist. 64, Lynn Stucky
- Denton County Judge, Mary Horn
- Cooke County Judge, Jason Brinkley
- University of North Texas President, Neal J. Smatresk
- Texas Woman's University Chancellor and President, Carine M. Feyten
- North Central Texas College Chancellor, G. Brent Wallace
- Denton Independent School District Superintendent of Schools, Jamie Wilson
- Denton County Transportation Authority
- Denton Chamber of Commerce
- Tetra Pak
- Flowers Baking
- Kubos
- Ready Rosie
- City of Gainesville
- City of Justin
- City of Lindsey
- City of Valley View

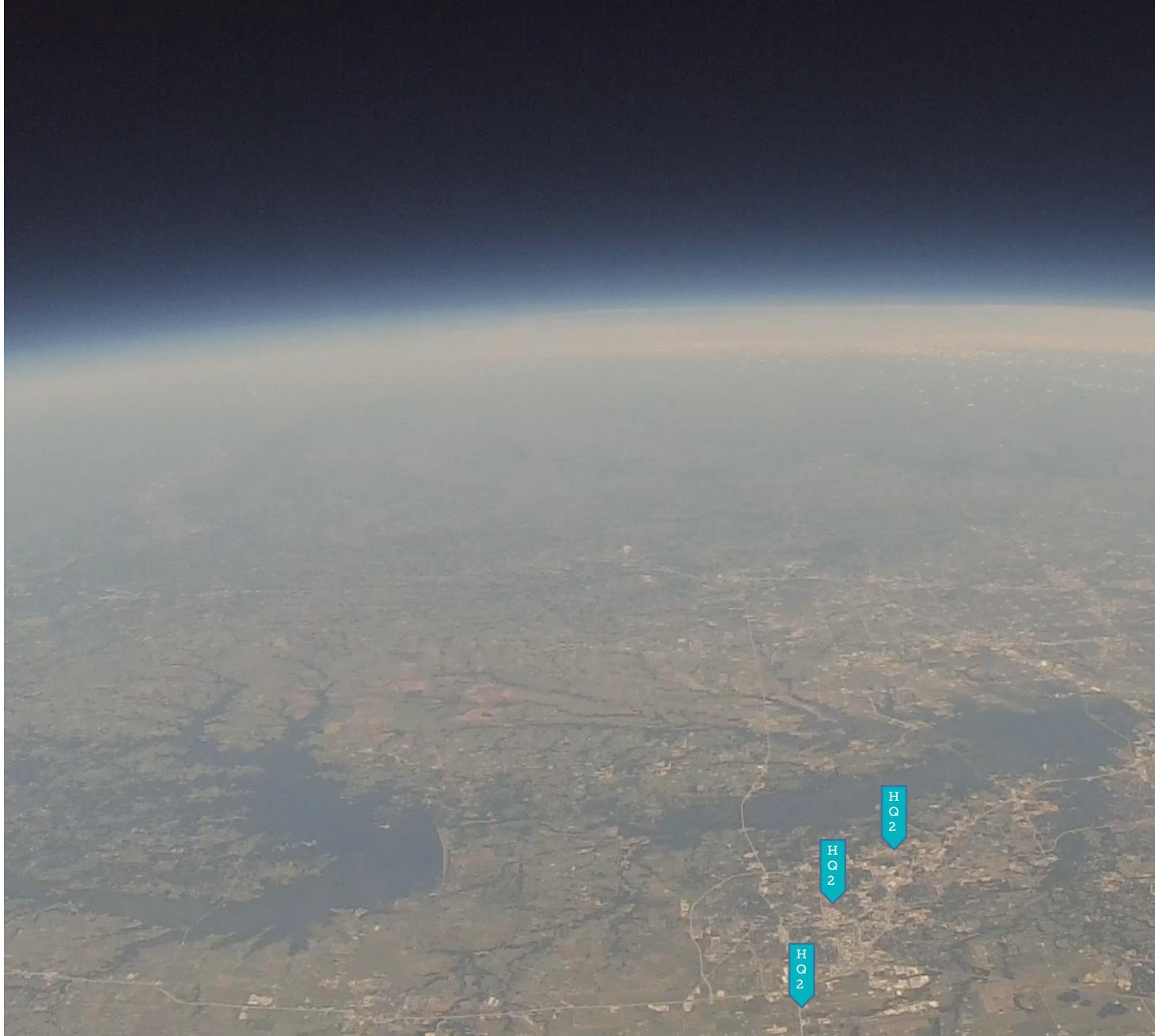


Photo of Denton from local tech startup Kubos, taken during flight software testing on high altitude balloons.

L. Caroline Booth

Director, Department of Economic Development

City of Denton, 215 E. McKinney St., Denton, Texas 76201

940.349.7751 (o) 940.312.8847 (m)

www.cityofdenton.com/business/economic-development

Supporting Documentation from Denton, Texas, for RFP Requested Information

- 1. Please provide information regarding potential buildings/sites that meet the criteria described herein.**

Denton is offering three sites for Amazon's consideration for the HQ2 project: Cross Timbers Campus, Hickory Creek Campus, and the Innovation District Campus. Please go to <https://vimeo.com/235934617> and use the password of Password to view a site video. An interactive site map is available at <https://goo.gl/yRwLhA> and site summary spreadsheets are provided on the following pages. Since time to operations is a decision driver for Amazon, an overview of Denton's development process is included, as well.

The professionals in the City of Denton's Department of Development Services – which includes Engineering, Planning, and Building Inspections – will provide responsive and thorough services from the first pre-development meeting to the issuance of Amazon's certificate of occupancy. Although the Department of Development Services does not have an expedited review and permitting process, a team comprised of discipline experts will be dedicated to the project. A project manager also will be assigned to the project, ensuring expediency in review. Typical review times for each component of the plans is approximately 10 working days from the submittal date and is contingent on the level of plans submitted as well as the complexity of the project. Regular meetings will be scheduled to ensure the timely review of plans and will also be available to address issues and answer any questions.

Land Development Process 101

Developing in Denton typically requires the completion of six steps to get a project from the initial application to open for business:



1. The [ZONING](#) of the property must permit the intended use.

In order to develop, the proposed use must be permitted within the zoning district governing the property. If the use is allowed “by right,” no further action is required and the project may move forward to Platting. If the use is not permitted, the property owner may request approval from the City Council to change the zoning of the property. In addition to zoning, at this step you should also verify any secondary zoning factors that may relate to the property such as Environmentally Sensitive Areas (ESA).

2. The project must take place on a [PLATTED](#) lot.

The purpose of platting is to ensure the property meets zoning requirements, has access from public streets, and is adequately served by public utilities and infrastructure. As part of the plat process, the developer shall design and construct all the required public utilities and infrastructure necessary to serve the site and dedicate any right-of-way or easements for that purpose. Once approved, a plat is filed with the County and becomes the official legal description of the property.

3. A [SITE PLAN](#) must be approved for the overall layout of the project.

A site plan is a set of engineering and architectural drawings that shows a proposed or existing project. Key elements of a site development plan are property boundaries, topography, vegetation, proposed and/or existing structures, easements, and roadways. It is required for all types of nonresidential developments and all applications for amenity centers and multifamily residential.

After the site plan is approved by the City’s Development Review Committee, a site development permit may be issued and the applicant may then proceed to the next step of applying for a building permit. Site development plans and building plans may be reviewed concurrently; however, the site development permit must be issued prior to the issuance of the building permit.

Prior to submitting an application for a site development permit, applicants are encouraged to request a predevelopment meeting with city staff to become familiar with applicable codes and regulations and to expedite the site development permit approval process.

4. All necessary BUILDING PERMITS must be reviewed and issued prior to construction.

At the Building Permit stage, the detailed set of building plans for the project are reviewed for compliance with the international building codes, fire codes, and all other applicable code requirements. There are a number of permits that will likely be required to cover the entire scope of the project. Once a permit is issued, construction may begin on the site.

5. Once under construction, the project must pass all INSPECTIONS.

Inspections are required at various times during construction to ensure that all approved plans are followed.

6. A CERTIFICATE OF OCCUPANCY is issued.

Once construction is complete and all inspections have been passed, the Building Official will issue a Certificate of Occupancy that allows the building to open for business.

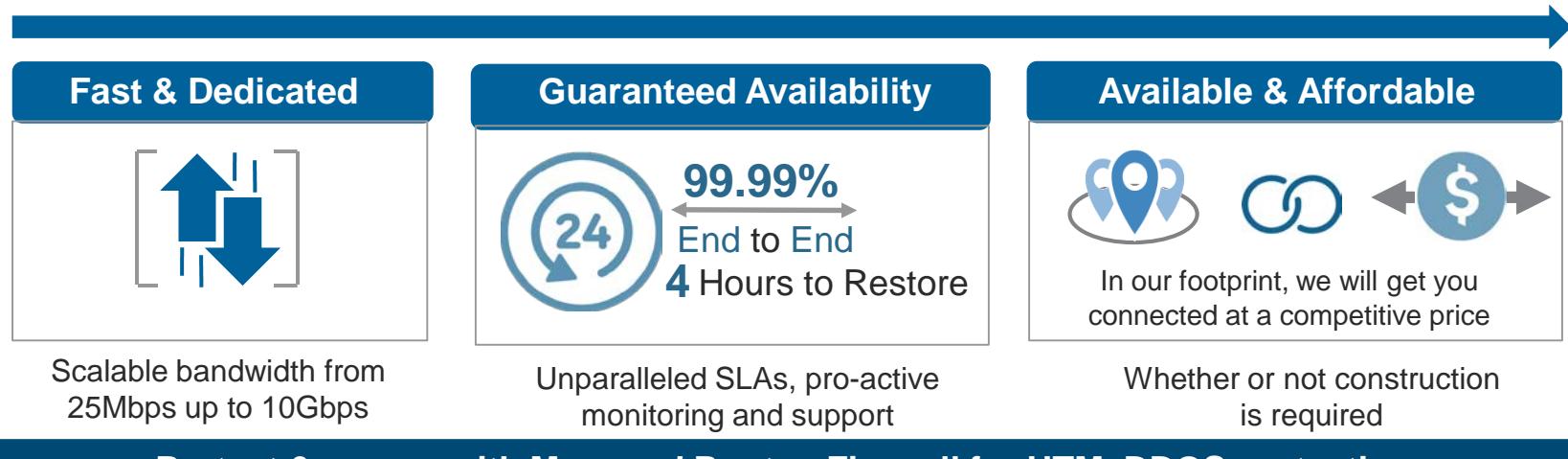
Cross Timbers Campus - Denton	Yes	No	Other	Explain	Notes
SITE					
Ownership structure					Two private owners, both willing sellers
Government control of site		X			
Current Zoning					IC-G, NR-2, IC-E; will require a zoning change, elected officials and staff are supportive of the change
Does the site have an <u>existing, immediately available, building of 500,000+ SQFT</u> ? If not, could such a building be delivered by 2019?		X	X	This site offers interesting topo for a campus setting that could include walking trails around an existing pond, an amphitheater, and two historical buildings designed by renowned architect and Denton native O'Neil Ford. While the two existing buildings do not total 500,000 square feet, such a building could be delivered by 2019.	Link to interactive map: https://goo.gl/yRwLhA
Does your proposed site have at least <u>100 acres</u> that can accommodate up to <u>8,000,000 SQFT</u> ?	X			The site totals 206 acres. Less the green space, it has 140 acres of prime real estate.	
Is there currently <u>fiber connectivity</u> on site?	X				
Is <u>infrastructure</u> (water, sewer, electric, natural gas) in place?	X				
Time to operation - can the site be ready for development quickly?	X			We estimate the development process to take 18 months.	
Is the site within 30 miles of the <u>population center</u> ?	X				A 30-mile radius from the site covers Gainesville to the north, McKinney to the east, Dallas and Fort Worth to the south, and Decatur to the west.
Does the site foster a "sense of place" and is it <u>pedestrian friendly</u> ?	X				This site has a rich history in Denton as it was home to a preparatory school from 1961-2017. It features an existing pond, an amphitheater, and two historical buildings designed by renowned architect and Dentonite O'Neil Ford.
Are there <u>recreational/entertainment/dining facilities</u> in the proximity of the proposed site?	X				The Razor Ranch mixed-use development is within a half mile of the site. It includes restaurants, retail, entertainment venues, and the brand-new 300-room LEED Gold certified Embassy Suites and Denton Convention Center.
LOGISTICS					
Is the site within 2 miles of <u>major highways</u> and arterial roads?	X				The site is directly off of US Highway 380 and within half a mile of I-35 East and West.
Is there <u>public transportation</u> on site?	X				The Denton County Transportation Authority (DCTA) provides Connect bus service. DCTA will develop a creative, customized connectivity plan for Amazon.
Is the site within 45 minutes of <u>DFW International Airport</u> ?	X				The site is within 45 minutes of DFW International Airport and Dallas Love Field. It is also within two miles of Denton Enterprise Airport, which is the 7th busiest airport in Texas, and is the preferred airport for many corporate aircraft and charter flights.
OTHER					
Are the current and future housing options near and accessible to the site of sufficient diversity and intensity to support this project?	X				More than 2,500 multi-family units and 500 single-family residences are already planned. Within three miles are two master planned communities that will have more than 11,300 single-family homes.

Hickory Creek Campus - Denton	Yes	No	Other	Explain	Notes
SITE					
Ownership structure					Three private owners, all willing sellers
Government control of site		X			
Current Zoning					RCR-1, RCR-2, & RCC-D
Does the site have an <u>existing, immediately available, building of 500,000+ SQFT</u> ? If not, could such a building be delivered by 2019?		X		This is a greenfield site with no existing buildings.	Link to interactive map: https://goo.gl/yRwLhA
Does your proposed site have at least <u>100 acres</u> that can accommodate up to <u>8,000,000 SQFT</u> ?	X				This site offers greenbelt and prairie rolling topo for a campus setting that could include walking trails and outdoor activity areas. The site is a total of 100 acres with an option to expand to 177 acres. The additional acreage could be used for a mixed-use development that complements the Amazon campus.
Is there currently <u>fiber connectivity</u> on site?	X				
Is <u>infrastructure</u> (water, sewer, electric, natural gas) in place?	X				
Time to operation - can the site be ready for development quickly?	X				We estimate the development process to take 18 months.
Is the site within 30 miles of the <u>population center</u> ?	X				A 30-mile radius from the site covers Gainesville to the north, McKinney to the east, Dallas and Fort Worth to the south, and Decatur to the west.
Does the site foster a "sense of place" and is it <u>pedestrian friendly</u> ?	X				The site is located between retail and rooftops. An office campus is the perfect addition to this mixed use area.
Are there <u>recreational/entertainment/dining facilities</u> in the proximity of the proposed site?	X				The site is within walking distance of three major retail centers with more than 1.1 million square feet of shopping, restaurants, and services.
LOGISTICS					
Is the site within 2 miles of <u>major highways</u> and arterial roads?	X				This site has frontage to the newly expanded four-lane divided Mayhill Road, that intersects with I-35 East within a mile and connects with FM 2499, which goes directly to DFW International Airport.
Is there <u>public transportation</u> on site?	X				This site has direct access to the Denton County Transportation Authority's MedPark A-Train Station and Connect Bus Service. DCTA can also develop a creative, customized connectivity plan for Amazon.
Is the site within 45 minutes of <u>DFW International Airport</u> ?	X				The site is within 45 minutes of DFW International Airport and Dallas Love Field. It is also within six miles of Denton Enterprise Airport, which is the 7th busiest airport in Texas, and is the preferred airport for many corporate aircraft and charter flights.
OTHER					
Are the <u>current and future housing options</u> near and accessible to the site of sufficient diversity and intensity to support this project?	X				More than 2,500 multi-family units and 500 single-family residences are already planned. Within 10 miles are two master planned communities that will have more than 11,300 single-family homes.

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Innovation District Campus - Denton	Yes	No	Other	Explain	Notes
SITE					
Ownership structure					Two owners, both willing sellers
Government control of site			X		City of Denton controls the majority of the site, a private owner controls a fraction
Current Zoning					DC-G
Does the site have an <u>existing, immediately available, building of 500,000+ SQFT</u> ? If not, could such a building be delivered by 2019?		X	X	This site would involve the redevelopment of two existing buildings, either through adaptive reuse or demolition and new construction.	This site in the Downtown innovation district is adjacent to Denton's coworking space, Stoke, and several local tech businesses. It is also adjacent to the Downtown Denton Transit Center, which would provide rail connectivity to the 100-acre Hickory Creek Site. DCTA will develop a creative, customized connectivity plan for the site.
Does your proposed site have at least <u>100 acres</u> that can accommodate up to <u>8,000,000 SQFT</u> ?		X	X	This 7-acre site is suggested to provide a secondary urban, downtown core location to complement a primary campus at either the Hickory Creek Site or the Cross Timbers site.	Link to interactive map: https://goo.gl/yRwLhA . This site in the Downtown innovation district is adjacent to Denton's coworking space, Stoke, and several local tech businesses. It is also adjacent to the Downtown Denton Transit Center, which would provide rail connectivity to the 100-acre Hickory Creek Site.
Is there currently fiber connectivity on site?	X				
Is infrastructure (water, sewer, electric, natural gas) in place?	X				
Time to operation - can the site be ready for development quickly?	X				Because this is an infill redevelopment site, we estimate the development process would take at least 24 months, including demolition of the existing building.
Is the site within 30 miles of the <u>population center</u> ?	X				A 30-mile radius of the site covers Gainesville to the north, McKinney to the east, Dallas and Fort Worth to the south, and Decatur to the west.
Does the site foster a "sense of place" and is it <u>pedestrian friendly</u> ?	X				This site has an amazing sense of place in Denton's redeveloping Downtown core. It is very bike- and pedestrian-friendly.
Are there <u>recreational/entertainment/dining facilities</u> in the proximity of the proposed site?	X				This site is in the heart of Denton's central business district and a short walk from the historic Courthouse-on-the-Square and surrounding dining, entertainment venues, and outdoor recreation opportunities.
LOGISTICS					
Is the site within 2 miles of <u>major highways</u> and arterial roads?	X				This site is within 1.5 miles of I-35.
Is there <u>public transportation</u> on site?	X				This site has direct access to the Denton County Transportation Authority's Downtown Transit Center A-Train Station and Connect Bus Service and it would directly connect to the MedPark A-Train Station adjacent to the proposed Hickory Creek Site.
Is the site within 45 minutes of <u>DFW International Airport</u> ?	X				The site is within 45 minutes of DFW International Airport and Dallas Love Field. It is also within five miles of Denton Enterprise Airport, which is the 7th busiest airport in Texas, and is the preferred airport for many corporate aircraft and charter flights.
OTHER					

Are the current and future housing options near and accessible to the site of sufficient diversity and intensity to support this project?

X

More than 2,500 multi-family units and 500 single-family residences are already planned. Within six miles are two master planned communities that will have more than 11,300 single-family homes.

2. Please provide a summary of total incentives offered for the project by the state/province and local community.
3. If any of the programs or incentives are uncertain or not guaranteed, please explain the factors that contribute to that uncertainty.
4. Please provide a timetable for incentive approvals.

Specific state-level incentive information is being provided by the State of Texas as part of the DFW regional submission made by the Dallas Regional Chamber of Commerce.

All specific incentive amounts referenced below are estimates based on the information provided in the RFP and may change as more details become available.

Local Incentives Summary: Type, Approvals, and Timing

Incentive	Responsible for Approval	Timing Estimate
Tax Increment Reinvestment Zone	City Council	~30-60 days
City and County Property Tax Abatement ¹	City Council/County Commissioners Court	~30-75 days
Construction Sales and Use Tax Rebate	City Council	~30 days
DME Economic Growth Rider	n/a	Immediate, if qualified
DME Sustainability Programs	City Council	~30 days
Chapter 380 Grants/Rebates	City Council	~30 days
School District Chapter 313 Value Limitation Tax Credit	School Board	~30-60 days

¹Tax Abatements have public notice requirements in Texas; Denton County will consider tax abatements after the City Tax Abatement Agreement is approved.

Cross Timbers Campus Incentive Tools

- **Tax Increment Reinvestment Zone: Westpark TIRZ No. 2**
 - 40% contribution to the TIRZ fund from City and County property tax collection within the zone
 - 25-year term will generate about \$15 million in revenue
 - Estimated Amazon property tax liability for 15 years: \$98M, up to \$35M contributed to TIRZ
- **City, County, and School District Property Tax Abatement**
 - Eligible for 10-year property tax abatement (state law limits up to 10 years)
 - up to 100% abatement from the City with decreasing ratio: \$55M total
 - up to 70% abatement from Denton County: \$13M total
 - Denton Independent School District Chapter 313 Value Limitation Tax Credit: \$100 million on Maintenance and Operations (M&O) tax for up to 10 years
- **Additional Incentives**
 - Denton Municipal Electric (DME) Economic Growth Rider: up to \$388K

- DME Sustainability Programs
 - May include cost share via interconnection agreements and renewable test bed opportunities for wind and solar
- Triple Freeport Exemption
- Structured through a Chapter 380 Agreement
 - Sales and Use Tax Rebate for Construction: up to \$10M
 - Construction materials
 - FF&E purchases
 - Requires separated contracts for materials and labor, must collect sales tax locally
 - Possible rebate grant of 5 years beyond 10-year tax abatement
 - up to 90% rebate from the City: \$21M total
 - Investment Fund Program: possible cash grant up to \$250,000

Recapture Provisions

- City of Denton: The City reserves the right to terminate the Agreement for non-compliance. The annual abatement or rebate shall immediately terminate the year in which default occurred. Grantees are obligated to repay the City an amount equal to fifty percent (50%) of all previous payments made by the City under the Agreement.
- Denton County: The County has the right to modify or terminate the Agreement for non-compliance with the Agreement. The County will determine the amount of recapture for abated taxes on a case-by case basis.
- DISD: The ISD will recapture the sum total of the ad valorem taxes for all years under which a limitation was granted prior to the year of default. DISD will calculate the base amount of recaptured taxes less any credits. This will be accomplished in accordance with Chapter 33 of the Texas Tax Code.

Hickory Creek Campus Incentive Tools

- **City, County, and School District Property Tax Abatement**
 - Eligible for 10-year property tax abatement (state law limits up to 10 years)
 - up to 100% abatement from the City with decreasing ratio: \$56M total
 - up to 70% abatement from Denton County: \$13M total
 - Denton Independent School District Chapter 313 Value Limitation Tax Credit: \$100 million on Maintenance and Operations (M&O) tax for up to 10 years
- **Additional Incentives**
 - Denton Municipal Electric (DME) Economic Growth Rider: up to \$388K
 - DME Sustainability Programs
 - May include cost share via interconnection agreements and renewable test bed opportunities for wind and solar
 - Triple Freeport Exemption
 - Structured through a Chapter 380 Agreement
 - Sales and Use Tax Rebate for Construction: up to \$ 10M
 - Construction materials
 - FF&E purchases
 - Requires separated contracts for materials and labor, must collect sales tax locally
 - Possible rebate grant of 5 years beyond 10-year tax abatement

- up to 90% rebate from the City: \$21M total
- Investment Fund Program: possible cash grant up to \$250,000

Recapture Provisions

- City of Denton: The City reserves the right to terminate the Agreement for non-compliance. The annual abatement or rebate shall immediately terminate the year in which default occurred. Grantees are obligated to repay the City an amount equal to fifty percent (50%) of all previous payments made by the City under the Agreement.
- Denton County: The County has the right to modify or terminate the Agreement for non-compliance with the Agreement. The County will determine the amount of recapture for abated taxes on a case-by case basis.
- DISD: The ISD will recapture the sum total of the ad valorem taxes for all years under which a limitation was granted prior to the year of default. DISD will calculate the base amount of recaptured taxes less any credits. This will be accomplished in accordance with Chapter 33 of the Texas Tax Code.

Innovation District Campus Incentive Tools

- **Tax Increment Reinvestment Zone: Downtown TIRZ No. 1**
 - Chapter 380 TIRZ grant up to \$500K
- **Additional Incentives**
 - Denton Municipal Electric (DME) Economic Growth Rider: up to \$388K
 - DME Sustainability Programs
 - May include cost share via interconnection agreements and renewable test bed opportunities for wind and solar
 - Triple Freeport Exemption
 - Structured through a Chapter 380 Agreement
 - Investment Fund Program: possible cash grant up to \$250,000

Recapture Provisions

- City of Denton: The City reserves the right to terminate the Agreement for non-compliance. The annual abatement or rebate shall immediately terminate the year in which default occurred. Grantees are obligated to repay the City an amount equal to fifty percent (50%) of all previous payments made by the City under the Agreement.
- Denton County: The County has the right to modify or terminate the Agreement for non-compliance with the Agreement. The County will determine the amount of recapture for abated taxes on a case-by case basis.
- DISD: The ISD will recapture the sum total of the ad valorem taxes for all years under which a limitation was granted prior to the year of default. DISD will calculate the base amount of recaptured taxes less any credits. This will be accomplished in accordance with Chapter 33 of the Texas Tax Code.

Comprehensive Overview of Incentive Types

Job Tax Credits

The City of Denton and Denton County do not have job tax credit incentive programs. The State of Texas' Enterprise Zone Program offers a franchise tax reduction or credit to projects whose applications have been accepted by the program. The benefits are based on job creation and capital investment for a period of five years. Please see the "Discretionary Incentives" section for more details on the Texas Enterprise Zone Program.

Corporate Income Tax Credits

The State of Texas has no corporate income tax, and thus Texas does not have corporate income tax credits. However, the State of Texas does have a franchise tax. The Texas Comptroller of Public Accounts oversees the franchise tax for corporate entities. As referenced in the "Job Tax Credits" section above and in the "Discretionary Incentives" section on page 5, the Texas Enterprise Zone Program offers franchise tax reduction to projects accepted into the program. For more information on the franchise tax, visit <http://comptroller.texas.gov/taxinfo/franchise/>.

Property Tax Abatements/Payment-in-Lieu-of Taxes (PILOT)

Property Tax Abatements (City of Denton)

- *Agency responsible:* City of Denton
- *Restrictions:* To qualify for a tax abatement, companies must meet a minimum investment threshold of \$5 million in value of structures and business personal property.
- *Program funding cycles:* The City of Denton accepts applications for tax abatements year-round.
- *Application forms:* The City of Denton Incentive Application can be downloaded from https://www.cityofdenton.com/CoD/media/City-of-Denton/Business/Economic%20Development/2016-Tax-Abatement_Incentive-Policy_Resolution-rev.pdf
- *Application timeframes and procedures:* Tax abatement applications typically take between 30 and 60 days from submittal to Council hearing. A basic outline of the procedure is:
 - Applicant completes and submits the City of Denton Incentive Application to the City's Economic Development Division.
 - The Economic Development Division performs a fiscal and economic impact analysis on the project.
 - The project is reviewed by the Denton Economic Development Partnership Board, and the Board opts to recommend or not recommend it to the Denton City Council.
 - If the Denton Economic Development Partnership Board recommends the project to the Denton City Council, an agenda date is selected for the creation of the reinvestment zone, the public hearing, and adoption of the ordinance approving the tax abatement agreement (these typically happen together on one agenda date.)
- *Approvals needed:* Property tax abatements must be recommended to the Denton City Council by the Denton Economic Development Partnership Board prior to being placed on a Council agenda. The Council has final approval of the abatement by a majority vote.

- *Applicable meeting dates:* The Denton Economic Development Partnership Board meets monthly on second Wednesdays and can call special meetings on an as-needed basis with three working days' notice. The Denton City Council typically meets weekly on Tuesdays. Action items are taken up on first and third Tuesdays.

Property Tax Abatements (Denton County)

- *Agency responsible:* Denton County
- *Restrictions:* To qualify for a tax abatement, applicants must first have an approved and executed tax abatement agreement with the municipality in which it is located. Further, applicants must create at least \$10 million in new taxable value to qualify.
- *Program funding cycles:* Denton County accepts applications for tax abatements year-round.
- *Application forms:* The Denton County Tax Abatement Application can be downloaded from <http://dentoncounty.com/~/media/Departments/Economic-Development/PDFs/Denton-County-Application-for-Tax-Abatement-2014-2016.pdf>
- *Application timeframes and procedures:* Tax abatement applications typically take 30 days from submittal to Commissioners Court hearing. A basic outline of the procedure is:
 - Municipality in which the project is located makes County aware of applicant request for municipal abatement and invites County comments during negotiation. County makes Municipality aware of concerns/changes prior to final action by Municipality.
 - Applicant makes application to appropriate County Representative for County Tax Abatement after applying with Municipality.
 - County Representative ensures County's Policy is met and makes a recommendation regarding proceeding with approval of a County Tax Abatement Agreement.
 - Commissioners Court shall not approve County Tax Abatement Agreement until Municipality Agreement has been approved and executed and applicant has signed a County Tax Abatement Agreement.
- *Approvals needed:* The Commissioners Court has final approval of the abatement by a majority vote.
- *Applicable meeting dates:* The Commissioners Court meets at 9 a.m. every Tuesday.

School District Chapter 313 Value Limitation Tax Credits

- *Agency responsible:* Denton Independent School District (DISD)
- *Restrictions:* To qualify for the credit, the company must meet \$100 million in value of structures and business personal property. Chapter 312 of the Texas Economic Development Act allows school districts to place a limit on the taxable value of the Maintenance and Operations (M&O) portion of the tax rate. The program is limited to 10 years by statute.
- *Application, timeframe and procedures:*
 - The business must submit an application to the DISD
 - The application is reviewed by the DISD School Board.
 - The process involves an agreement between the tax payer and the school district.
 - The Texas Comptroller of Public Accounts must also approve the application and Agreement

- *Applicable meeting dates:* The DISD School Board typically meets on the first and third Tuesdays of each month and can call special meetings as needed.

Sales and Use Tax Exemptions

- *Agency responsible:* Texas Comptroller of Public Accounts/City of Denton
- *Restrictions:* This incentive involves a rebate (not exemption) of a portion of the local sales and use taxes for the purchase of construction materials and furniture/fixtures/equipment that would generate additional tax revenue that the City of Denton would not otherwise receive.
 - Business must annually purchase at least \$800,000 worth of taxable items for its own use and not for resale.
 - Businesses must have a Chapter 380 grant agreement with the City of Denton agreeing to rebate of a portion of the local sales and use taxes. (Please see the “Discretionary Incentives” section for more details on Chapter 380 grant agreements.)
 - To use this rebate for construction materials, business must separate materials and labor when contracting with building contractors.
 - Business must submit the following forms to the Texas Comptroller of Public Accounts:
 - Texas Application for Direct Payment Permit (AP-101-3)
<http://comptroller.texas.gov/taxinfo/taxforms/ap-101.pdf>
 - Texas Direct Payment Exemption Certification (01-919)
<http://comptroller.texas.gov/taxinfo/taxforms/01-919.pdf>
 - Texas Direct Payment Return (01-119)
<http://comptroller.texas.gov/taxinfo/taxforms/01-119.pdf>
 - Texas List Supplement (01-116-C – must list City of Denton as jurisdiction)
<http://www.comptroller.texas.gov/taxinfo/taxforms/01-116-c.pdf>
- *Program funding cycles:* The Texas Comptroller of Public Accounts accepts applications for Direct Payment Permits year round.
- *Application forms:* Please see links to forms above under Restrictions.
- *Application timeframes and procedures:* Timeframes are dependent on the Texas Comptroller of Public Accounts’ processing time. Please see links to forms above under Restrictions for information on completing and returning the forms to the Texas Comptroller of Public Accounts.
- *Approvals needed:* The Texas Comptroller of Public Accounts must approve the applicable forms. The Denton City Council must approve the Chapter 380 agreement.
- *Applicable meeting dates:* No meetings are needed for approval by the Texas Comptroller of Public Accounts. The Denton City Council typically meets weekly on Tuesdays. Action items are taken up on first and third Tuesdays.
- *Projected tax rebate:* The amount of possible rebate will vary based on terms under a Chapter 380 agreement as well as the amount of eligible taxable items purchased by the business. The City of Denton will be pleased to provide an estimated rebate amount when more project-specific information becomes available.

Discretionary Incentives

Texas Enterprise Fund

- *Agency responsible:* Office of the Governor, Economic Development & Tourism Division, State of Texas
- *Restrictions:* As the largest "deal-closing" fund of its kind in the nation, the Texas Enterprise Fund (TEF) is used only as a final incentive tool where a single Texas site is competing with another viable out-of-state option. Additionally, the TEF will only be considered to help close a deal that already has significant local support behind it from a prospective Texas community. Every TEF project must meet several primary measures, which include but are not limited to:
 - Competition with another state for the project must exist and the business must not have already made a location decision
 - Projected new job creation must be significant - typically creating more than 75 jobs in urban areas or more than 25 in rural areas
 - The new positions must be high-paying jobs - above the average wage of the county where the project would be located
 - Capital investment by the company must be significant
 - The project must have community involvement from the city, county and/or school district, primarily in the form of local economic incentive offers
 - The applicant must be financially sound
 - The applicant's business sector must be an advanced industry that could potentially locate in another state or country
- *Program funding cycles:* Applications are accepted for the TEF year round.
- *Application forms:* The TEF application form can be downloaded here:
http://gov.texas.gov/ecodev/financial_resources/texas_enterprise_fund/
- *Application timeframes and procedures:* Submitted TEF applications require 2-3 weeks for due diligence review. After the application clears due diligence and moves to the TEF Trustees, a 30-day decision timeframe begins with the option for a 14 day extension.
- *Approvals needed:* Executive Director of the Governor's Office of Economic Development and Tourism; unanimous approval of the TEF Trustees (the Texas Governor, Lieutenant Governor, and Speaker of the House)
- *Applicable meeting dates:* No applicant meetings are needed for TEF applications.
- *Projected benefit:* Award dollar amounts are determined using a standardized analytical model applied uniformly to each TEF applicant. This model assures that the State of Texas will see a full return on its investment within the period of a project contract, due to the resulting increase in estimated sales tax revenues. Variations in award amounts are influenced by the number of jobs to be created, the expected timeframe for hiring, and the average wages to be paid.

Texas Enterprise Zone Program

- *Agency responsible:* Office of the Governor, Economic Development & Tourism Division, State of Texas
- *Restrictions:* The Texas Enterprise Zone Program is an economic development tool for local communities to partner with the State of Texas to promote job creation and capital investment in economically distressed areas of the state. Designated projects are eligible to apply for state sales and use tax refunds on qualified expenditures and/or an annual franchise tax reduction. The level

and amount of refund/reduction is related to the capital investment and jobs created at the qualified business site.

- Local communities must nominate a company as an Enterprise Project to be eligible to participate in the program.
- The company must commit that at least 25% of their new employees will meet economically disadvantaged or enterprise zone residence requirements.
- *Program funding cycles:* Applications are accepted quarterly with deadlines on the first working day of March, June, September, and December.
- *Application forms:* The Texas Enterprise Zone Program application can be downloaded here: http://comptroller.texas.gov/taxinfo/enterprise_zone/ez_program.html
- *Application timeframes and procedures:* Completed applications are submitted to the Office of the Governor, Economic Development & Tourism Division approve these applications. No information about application timeframes is available at this time.
- *Approvals needed:* Staff of the Office of the Governor, Economic Development & Tourism Division approve these applications.
- *Applicable meeting dates:* No applicant meetings are needed for TEF applications.

Chapter 380 Grants

The City of Denton can create alternative or custom incentives using its authority under Chapter 380 of the Texas Local Government Code to make loans or grants of public money to stimulate business or commercial activity. The City of Denton can offer a cash grant, with the award amount dependent on competitive need and final deal terms.

- *Agency responsible:* City of Denton
- *Restrictions:* To qualify for a Chapter 380 grant, companies must meet a minimum investment threshold of \$5 million in value of structures and business personal property.
- *Program funding cycles:* The City of Denton accepts applications for Chapter 380 grants year-round.
- *Application forms:* The City of Denton Incentive Application can be downloaded from <http://dentonedp.com/sites/default/files/ckeditor/files/Resources/2016%20City%20of%20Denton%20Incentive%20Policy%20and%20Application.pdf>
- *Application timeframes and procedures:* Chapter 380 grants applications typically take between 30 and 60 days from submittal to Council hearing. A basic outline of the procedure is:
 - Applicant completes and submits the City of Denton Incentive Application to the City's Economic Development Division.
 - The Economic Development Division performs a fiscal and economic impact analysis on the project.
 - The project is reviewed by the Denton Economic Development Partnership Board, and the Board opts to recommend or not recommend it to the Denton City Council.
 - If the Denton Economic Development Partnership Board recommends the project to the Denton City Council, an agenda date is selected for adoption of the ordinance approving the agreement.
- *Approvals needed:* Chapter 380 grants must be recommended to the Denton City Council by the Denton Economic Development Partnership Board prior to being placed on a Council agenda. The Council has final approval of the rebate by a majority vote.

- *Applicable meeting dates:* The Denton Economic Development Partnership Board meets monthly on second Wednesdays and can call special meetings on an as-needed basis with three working days' notice. The Denton City Council typically meets weekly on Tuesdays. Action items are taken up on first and third Tuesdays.
- *Projected benefit:* The projected benefits under a Chapter 380 grant agreement will depend on the specifics of what the agreement includes. The City of Denton will be pleased to provide an estimated benefit amount when more specific information becomes available.

Economic Development Investment Fund (via a Chapter 380 Grant)

- *Agency responsible:* City of Denton
- *Restrictions:* To be eligible for consideration to receive an incentive under the Economic Development Investment Fund, the company must meet at least two of the following criteria:
 - higher wage (defined as having an average annual wage of \$55,000 or greater for all positions or at least 25% of the positions have an annual wage of \$65,000 or greater) or knowledge-based jobs (defined as requiring specialized and theoretical knowledge, usually acquired through a college education or through work experience or other training which provides comparable knowledge; requiring some research, analysis, report writing and presentations; and/or requiring special licensing, certification, or registration to perform the job task);
 - substantial capital investment (minimum of \$15 million)
- *Program funding cycles:* The City of Denton accepts applications for the Investment Fund Program grants year-round.
- *Application forms:* The City of Denton Incentive Application can be downloaded here: <http://dentonedp.com/sites/default/files/ckeditor/files/Resources/Incentives/2016%20City%20of%20Denton%20Incentive%20Policy%20and%20Application.pdf>
- *Application timeframes and procedures:* Chapter 380 grants applications typically take between 30 and 60 days from submittal to Council approval. A basic outline of the procedure is:
 - Applicant completes and submits the City of Denton Incentive Application to the City's Economic Development Division.
 - The Economic Development Division performs a fiscal and economic impact analysis on the project.
 - The project is reviewed by the Denton Economic Development Partnership Board, and the Board opts to recommend or not recommend it to the Denton City Council.
 - If the Denton Economic Development Partnership Board recommends the project to the Denton City Council, an agenda date is selected for Council to consider the incentive.
- *Approvals needed:* Chapter 380 grants must be recommended to the Denton City Council by the Denton Economic Development Partnership Board prior to being placed on a Council agenda. The Council has final approval of the incentive by a majority vote.
- *Applicable meeting dates:* The Denton Economic Development Partnership Board meets monthly on second Wednesdays and can call special meetings on an as-needed basis with three working days' notice. The Denton City Council typically meets weekly on Tuesdays. Action items are taken up on first and third Tuesdays.

Reduced Utility Rates & Infrastructure Cost Offsets

Reduced Utility Rates via Denton Municipal Electric Economic Growth Rider

- *Agency responsible:* City of Denton (Denton Municipal Electric)
- *Restrictions:* Due to the City of Denton's ownership of its own electric company, it has the ability to offer qualifying new industrial customers a five-year sliding scale reduction to their monthly demand billing. The rider is available to customers who:
 - Receive service from Denton Municipal Electric Rate Schedules (General Service Large (GSL) or General Service Time of Use (TGS))
 - Pay City of Denton ad valorem tax
 - Receive no electric service discounts other than those specifically defined in the GSL or TGS rate schedules
- *Program funding cycles:* This program does not have funding cycles.
- *Application forms:* No application is necessary to receive the Economic Growth Rider. Eligible projects are automatically enrolled in the program.
- *Application timeframes and procedures:* No application is necessary to receive the Economic Growth Rider. Eligible projects are automatically enrolled in the program.
- *Approvals needed:* No approvals are needed.
- *Applicable meeting dates:* No meetings are needed.

Long-term Purchase Power Agreements

Denton Municipal Electric is willing to offer long-term fixed pricing to provide a predictable operating cost structure for qualifying manufacturing companies. What's more, DME has created a leading-edge in-house energy trading organization that continually procures energy at the best possible price.

Infrastructure Cost Offsets

Municipal Utility Infrastructure Assistance (MUIA) is a City of Denton program available to industrial, distribution, and corporate headquarters projects that have committed to building facilities in Denton. Municipal utility infrastructure assistance is negotiated on a project-by-project basis. Since the City of Denton is a full-service city offering municipal electric, water, and wastewater utilities, we are in a unique position to negotiate quickly and effectively regarding this type of incentive.

Industrial Revenue Bonds

The City of Denton has a nonprofit industrial development corporation authorized to issue tax-exempt or taxable revenue bonds under Texas' Development Corporation Act of 1979. Eligible projects must promote the development or expansion of manufacturing facilities in Denton.

Other

Triple Freeport Tax Exemption

The City of Denton is a triple freeport zone. The City of Denton, Denton County, and Denton Independent School District participate in inventory tax exemptions for certain products shipped in and out of the state within 175 days. Please visit <http://www.cpa.state.tx.us/taxinfo/taxforms/50-113.pdf> for the application to exempt goods exported from Texas, visit the Denton Central Appraisal office (<https://www.dentoncad.com/>) for general information and a worksheet to assist in the Freeport

Exemption, or contact the Texas Comptroller of Public Accounts (<http://comptroller.texas.gov/taxinfo/proptax/>) for property tax assistance.

Foreign Trade Zone

Denton County is a pre-approved FTZ county under the U.S. Foreign Trade Zones Board's Alternative Site management framework under the Dallas/Fort Worth FTZ #39. Any business located in Denton County is eligible for the expedited FTZ zone status process.

New Market Tax Credit

The New Market Tax Credit is a federal program that attracts capital to low income communities by providing private investors with a federal tax credit for investments made in businesses or economic development projects located in some of the most distressed communities in the nation – census tracts where the individual poverty rate is at least 20 percent or where median family income does not exceed 80 percent of the area median. A NMTC investor receives a tax credit equal to 39 percent of the total Qualified Equity Investment (QEI) made in a Community Development Entity (CDE) and the Credit is realized over a seven-year period, 5 percent annually for the first three years and 6 percent in years four through seven.

The map below shows the NMTC-eligible Census tract.

5. Please provide labor and wage rate information in the general job categories described.

The Dallas-Fort Worth-Arlington Metropolitan Statistical Area (MSA), of which Denton is a part, has a population of about 7.2 million people.

- MSA has a workforce of 3.4 million
- Denton County has a workforce of 400,000
- City of Denton has a workforce of 68,000

35.8% of Denton's residents have a bachelor's degree or higher, versus the state average of 28.4%. Denton is home to the University of North Texas, Texas Woman's University, and a future North Central Texas College campus downtown.

For the general job categories described in the RFP, below is Denton-area wage information:

Title	SOC	Entry Level	Mean
Executive/Management	11-1021	\$60,000	\$140,000
Engineers-Software Developers, Applications	15-1132	\$71,400	\$107,500
Legal	23-1011	\$78,300	\$152,700
Accounting	13-2011	\$49,900	\$81,000
Administrative	43-6014	\$23,700	\$36,300

The Denton laborshed and the Dallas Fort Worth-Arlington Metropolitan Statistical Area (MSA) have a higher concentration of jobs in the Engineering and Computer industries when compared with national averages, with a location quotient average of 1.21 (>1 = more than national average). Software developers comprise 1.24 and a projected average annual growth of 2.7 percent is forecasted for this occupation over the next 10 years.

Occupation Wages in Denton County, Texas, 2016

SOC	Title	Average Annual Wages									Comparison Regions	
		Mean	Entry Level	Experienced	10%	25%	50% (Median)	75%	90%	Mean		
		\$94,600	\$60,000	\$111,900	\$54,100	\$72,600	\$93,500	\$114,900	\$139,400	\$99,400	Texas	USA
15-1130	Software Developers and Programmers											
00-0000	Total - All Occupations	\$45,300	\$28,700	\$53,600	\$26,900	\$32,900	\$41,800	\$54,400	\$70,500	\$48,900		\$49,300

[Source: JobsEQ®](#)

Data as of 2016

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Occupation Snapshot of Software Developers and Programmers in Dallas-Fort Worth-Arlington, TX MSA

SOC	Title	Current					Historical					Forecast			
		Four Quarters Ending with 2017q2			2017q2		Years	Total Change over the Last 5			Over the Next 10 Years				
		Avg. Annual Empl	Wages ¹	Location Quotient	Unempl	Unempl Rate		Dallas-Fort Worth-Arlington, TX MSA	Texas	USA	Current Online Job Ads ²	Total Repl Demand	Total Growth Demand	Avg. Annual Growth Percent	
15-1130	Software Developers and Programmers	51,515	\$101,900	1.21	1,123	2.2%	Empl	8,769	3.8%	3.9%	3.0%	5,797	9,318	12,612	2.2%
00-0000	Total - All Occupations	3,700,620	\$51,000	1.00	n/a	n/a		500,562	2.9%	2.3%	1.7%	138,236	1,028,370	673,032	1.7%

Source: JobsEQ®

Data as of 2017Q2 unless noted otherwise

Note: Figures may not sum due to rounding.

1. Occupation wages are as of 2016 and should be taken as the average for all Covered Employment

2. Data represent found online ads active within the last thirty days in any zip code intersecting or within the selected region; data represents a sampling rather than the complete universe of postings.

Exported on: Tuesday, September 19, 2017 11:09 AM

6. Please include programs/partnerships currently available and potential creative programs with higher education institutions in the region. Additionally, include information on your local/regional K-12 education programs related to computer science.

Denton is especially proud of its two university flagship campuses – University of North Texas and Texas Woman’s University – and neighboring community college North Central Texas College, which will be adding a Denton campus soon. Boasting several national and state top ten programs, more than 55,000 students attend these comprehensive educational facilities that provide a wealth of expertise, research, and a continuum of relevantly-skilled workforce resources to businesses and the community. All three institutions have career centers that welcome partnerships with business for interns and employees.

University of North Texas (UNT)

The 550,000-square-foot [University of North Texas Discovery Park](#) research park located north of the main campus in Denton houses the UNT College of Engineering that boasts seven NSF Career Award winners, 117 full-time faculty, and numerous state-of-the-art facilities to conduct world-class research. The College of Engineering partners with businesses on industry and company-specific research projects, national and international competitions, and supports a number of STEM-related outreach initiatives. The College of Engineering’s six research centers include:

- *UNT’s Center for Information and Computer Security (CICS)* earned UNT’s designation as a “Center of Academic Excellence in Information Assurance Education” and “Center for Academic Excellence in Research” from the National Security Agency and Department of Homeland Security for strong computer and information security programs. These designations place UNT among the top institutions in the country in the field of computer security.
- *UNT’s Net-Centric Software & Systems Center (NCSSC)* is a NSF Industry/University Cooperative Research Center that focuses on industry and education collaborative research and development in net-centric and cloud computing systems. The center explores the development, verification, validation of applications and systems for net-centric and cloud environments such that the applications and services meet service level agreements (SLAs) including response time, reliability and security

The UNT College of Engineering provides 22 degree programs in 6 departments:

- Computer Engineering, BS, MS, PhD
- Computer Science, BS, MS, PhD
- Computer Science, Executive MS, concentrations in Cybersecurity and Data Science
- Electrical Engineering, BS, MS, PhD Information Technology, BA
- Electrical Engineering Technology, BSET
- Materials Science and Engineering, BS, MS, PhD
- Mechanical and Energy Engineering, BS, MS, PhD
- Biomedical Engineering, BS, MS
- Construction Engineering Technology, BSET
- Mechanical Engineering Technology, BSET

With a mission to become an intellectual hub for logistics innovation, *the Jim McNatt Institute for Logistics Research* touts a multidisciplinary team of researchers who collaboratively provide leading-edge research that addresses the most critical issues confronting logistics and transportation

professionals. Research projects address complex business, government, public and environmental impacts to logistics systems and regional economies in a global network.

The Institute's Areas of Expertise encompass:

- Information Systems and Technology
- Business Logistics
- Operations Research
- Transportation
- Economics
- Geography
- Systems Engineering
- Industrial Engineering
- Construction Engineering

UNT's Logistics and Supply Chain Management Program and Center for Logistics Education and Research are vitally important resources to industry and 3PL providers in the Dallas-Fort Worth region and beyond. As a national leader in distribution, transportation and logistics services, the Dallas-Fort Worth region is served by more than 500 motor carriers, 50 air cargo carriers and three of the nation's top freight rail lines.

The *UNT Center for Logistics Education and Research* works closely with senior executives from Southwest Airlines, Lockheed Martin, Fujitsu, PepsiCo, BNSF, Oracle, Trinity Logistics Group, Toyota Logistics Services, JCPenney, Peterbilt Motors, Yeti and numerous 3PL providers to develop career placement and internship opportunities for student who have interned or obtained fulltime positions at more than 250 area firms.

UNT's Logistics and Supply Chain Management Degrees are:

- BS, MS, and PhD in Business Administration with major/concentration in Logistics and Supply Chain Management
- Ranked #6 nationally among all logistics and supply chain management programs by Gartner Research.
- Ranked top 5 globally for Research Productivity by the *International Journal of Physical Distribution and Logistics Management*.

UNT Texas Academy of Math & Science (TAMS) is a two-year program for 374 (grades 11 & 12) high-ability students considering STEM careers to complete high school and 57 or more college credits. TAMS students may pursue research projects in addition to college classes and may elect to complete their education at UNT, or transfer to other universities in state or out, usually at advanced standing

UNT College of Engineering provides Grades 8-12 outreach in Denton:

- UNT GenCyber summer cybersecurity camps
- UNT Robotics and Apps Programming summer camps
- UNT Materials (science) summer camps

More about UNT:

- The most comprehensive university in the Dallas-Fort Worth region, UNT offers 101 bachelor's, 84 master's, and 38 doctoral degree programs

- UNT named a Tier One Research University
- 4th largest university in Texas
- UNT named 9th Best College town in the nation in 2016 by Livability.com
- UNT named one of America's Best 100 College buys for 21 years
- UNT has 62 Academic programs ranked among the nation's Top 100
- UNT has 57 research and service centers, including the internationally recognized Center for Collaborative Organizations and the Center for Spanish Language Media.
- The Graduate Rehabilitation Counseling Program ranked #1 in Texas and 13th nationally and the Medical Librarianship graduate program is ranked sixth in the nation by U.S. News and World Report
- The International Association for Environmental Philosophy lauded the Environmental Philosophy Program as the best in the world
- Operates the only accredited journalism master's program in Texas

Texas Woman's University (TWU)

TWU is the nation's largest university primarily for women, who comprise 83% of students. TWU's 15,000 students pursue degree programs in the sciences, business, education, liberal arts, nursing and health sciences. Its campuses in Denton, Dallas, and Houston are joined by an e-learning campus offering innovative online degree programs in business, education, and general studies.

TWU offers 8 degrees in Mathematics and Computer Science for students seeking careers in business:

- B.S. in Mathematics
- B.S. in Computer Science
- B.S. in Informatics with Community Informatics Minor
- B.S. in Informatics with Data Science Minor
- M.S. in Informatics
- M.S. in Mathematics
- M.S. in Mathematics with an Applied Mathematics Emphasis
- M.S. in Mathematics with a Statistical Emphasis

TWU Community Outreach

- TWU/Air Force Association Cybersecurity Camp is free to accepted students entering grades 9-12 in the fall semester.

More about TWU

- TWU ranked #9 for "Best Bang for the Buck South" by Washington Monthly.
- Among the nation's leading providers of healthcare professionals and produces more nurses than any Texas program.
- Military Times magazine ranks TWU School of Management among its Best for Vets business schools in 2013.
- TWU's graduate program in Physical Therapy is the only physical therapy program in Texas that is consistently ranked as a top Physical Therapy program by *U.S. News and World Report*.

North Central Texas College (NCTC)

North Central Texas College is a comprehensive, full-service community college of truly regional scope and the oldest continuously operating public two-year college in Texas. NCTC's 10,000 students are concentrated at its Denton-adjacent Corinth and Flower Mound and nearby Gainesville campuses. The college also has small campuses in Bowie and Graham. It will be adding a downtown Denton campus in the future.

NCTC Certifications and 2-year Associate Degree Programs:

- AAS in Computer Information Systems
- Certification in Computer Information Systems
- AAS in Computer Networking/CISCO
- Certification in Computer Information and CISCO
- AAS in Cybersecurity
- Certifications in Cybersecurity
- AAS in Database Administration
- Certification in Database Administration
- AAS in Game Design/Mobile App Design
- Certification in Game Design
- Certification in Web Design
- AAS in Engineering Technology/Drafting
- NCTC also offers an AAS Degree in Business Management

NCTC and Denton ISD provide two logistics certifications from the Manufacturing Skills Standards Council (MSSC), the only ISO-17024 industry accredited certifying body for the nation's front-line manufacturing production and supply chain logistics workers:

- Certified Production Technician (CPT)
- Certified Logistics Technician (CLT)

NCTC Training Grants

- *State of Texas Workforce Training Skills Partner for Denton County*. The college has administered over \$9 million in customized workforce training grants, training thousands of workers in various industries.
- *TechHire*. Department of Labor \$4 million grant increasing the tech talent pipeline in partnership with North Texas companies.
- *Fast Start* grants designed to expedite student job preparedness in technical certification courses.

NCTC Completion Center provides career development, job placement, success coaching, seminars and workshops for new-to-college students.

NCTC Small Business Development Center provided SBA and counseling assistance to small and prospective business owners and entrepreneurs.

Other Degree-Relevant Community Colleges and Universities in DFW metro area:

1. Collin County Community College District
2. Dallas County Community College District
3. Tarrant County College District
4. Dallas Baptist University
5. Midwestern State University-Flower Mound
6. Southern Methodist University
7. Texas Christian University
8. The University of Texas-Arlington
9. The University of Texas-Dallas
10. University of Dallas
11. University of North Texas-Dallas
12. University of North Texas-Frisco

Denton Independent School District (DISD)

The Denton Independent School District is one of fastest-growing school districts in North Texas. More than 27,000 students attend Denton ISD's four comprehensive high schools, seven middle schools, 23 elementary schools, two early childhood centers, LaGrone Advanced Technology Complex, an alternative high school, and other specialized schools and centers.

Denton ISD's boundaries encompass UNT, TWU, and NCTC. The collaborative partnership between these education and training providers is a powerhouse resource that Denton leverages to provide a continuum of the relevantly trained professionals companies need to compete and succeed.

Denton ISD recognizes computer coding and software is becoming a fundamental skill requirement and continues to expand upon these current opportunities:

K-5th Grade campuses

- Robotics Club
- Minecraft Club
- Robotics and Coding Summer Camps for students entering 3rd - 5th grades utilizing WeDo Legos, Dash, Vex, and other robotics-centered activities.
- Raspberry Pi Camp – Verizon Funded by a grant – for Girls and At Risk Elementary students
- Science Camp for All 5th Grade students

Middle School and High School campuses

- *Project Lead the Way* provides transformative learning experiences for grade 6-12 students and teachers that engages students in hands-on engineering, projects and problems that empower students to develop in-demand knowledge and skills.
- Computer Science course pathway from 8-12 grade
- *Hour of Code* – global Initiative
- Robotics Club

Denton ISD's state-of-the-art LaGrone Advanced Technology Complex (ATC) provides high school juniors and seniors with professional training courses and/or dual-credit high school/ university credit. The ATC also prepares students to attain one or more of over 50 professional certifications or licenses in several technical fields. Professional computer certifications students may attain while in high school include:

- Adobe Certified Assoc. in Flash (ACA-FL), possible 3 hours college credit also
- Adobe Certified Assoc. in Dreamweaver (ACA-DW)
- Microsoft Office Specialist Certification (MOS)
- ICND 1 and 2
- Cisco Certified Network Associate Certification (CCNA)
- CompTia Network+ , CCNA
- Autodesk Possible university credit up to 4 hours per semester upon passing PLTW exam
- Adobe Certified Assoc. in Flash (ACA-FL)
- Adobe Certified Assoc. in Dreamweaver (ACA-DW)

Local and regional businesses aligned with the ATC's 15 career areas are encouraged to participate on the Career and Technology Education Advisory Council and provide curriculum and career program expertise. Denton ISD welcomes opportunities to partner with companies toward preparing future professionals with relevant, high-demand career and workforce skills.

Occupation Training Awards by Institutions within a 50-mile radius of Denton, Texas sites										
CIP Code	Title	2015-2016 Academic Year							Total 2016 Awards	Total Estimated Awards 2014-2016
		Certificate < 1 Yr	Certificate 1+ but < 2 Yr	Associate's	Bachelor's	Post-Baccalaureate	Master's	Doctorate		
14.0901	Computer Engineering, General	0	0	0	73	0	95	3	171	513
14.0903	Computer Software Engineering	0	0	0	93	0	107	3	203	609
	Total Computer	23	157	86	740	21	975	24	2,026	6,078
	Total Engineering	4	0	11	934	24	1,436	149	2,558	7,674
	Total Legal	10	69	156	12	37	55	0	240	580
	Total Computer, Engineering and Legal	37	226	253	1,686	82	2,466	173	4,824	14,332

[Source: JobsEQ®](#)

Data as of the 2015-2016 academic year, related occupation data as of 2017Q2 except wages which are as of 2016.

Note: Figures may not sum due to rounding.

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7. Please provide highway, airport, and related travel and logistics information for all proposed sites. Please also include transit and transportation options for commuting employees living in the region.

Denton is located 22 miles from Dallas-Ft. Worth International Airport and 32 miles from Dallas Love Field.

Dallas-Ft Worth International Airport (DFW Airport) is the third-busiest airport in the world by number of aircraft flights, and 11th busiest by passenger traffic in 2016, with service to 227 destinations, including 56 international and 171 domestic destinations within the U.S. DFW is home to American Airlines. Airport Council International named DFW Airport the best large airport in North America for passenger satisfaction, beating out other airports with more than 40 million passengers like Atlanta's Hartsfield-Jackson International Airport and Denver International Airport.

Dallas Love Field (Love Field) is located northwest of the downtown Dallas central business district. Love Field is home to Southwest Airlines, Virgin America Airlines, United Airlines, Seaport Airlines and Delta Airlines. Seven full service fixed base operators (FBOs) provide general aviation and corporate users with services that include fuel, maintenance, hangar rentals, and charters.

Amazon frequent travel cities: DFW and Dallas Love Field together offer 125 daily nonstop flights to Seattle, San Francisco, New York City, and the Washington, DC. Metro areas.

Nonstop Flight Destinations	Dallas-Ft. Worth International	Dallas Love Field	Total DFW & DAL
Seattle	15	4	19
San Francisco	20	6	26
San Jose, CA	5	1	6
Oakland, CA	1	2	3
New York LaGuardia/JFK	35	3	38
Washington, DC	27	6	33
Total	103	22	125

Alliance Airport (AFW), the world's first airport specifically designed for industrial and corporate use, is located only 17 miles southwest of Denton in Denton County on I-35 West. The Burlington Northern Santa Fe Railway is responsible for the expansion of the Logistics Park. The 750-acre park, which offers direct rail and air services, is one of the largest intermodal facilities in the nation.

Denton Enterprise Airport (DTO) is located just six minutes from downtown Denton and is owned and managed by the City of Denton. DTO is the seventh-busiest airport in Texas, offering full service FBO support to general aviation and corporate users that include fuel, maintenance, hangar rentals and charters.

Denton County Transportation Authority (DCTA) provides public transportation in Denton and between Denton and Dallas, offering passenger rail via the A-Train (connects to Dallas Area Rapid Transit Rail in Carrollton), bus service via Connect that accommodates bicycle riders, and a commuter vanpool program.

Union Pacific and Kansas City Southern Railroads converge in Denton and are accessible from across the country, giving businesses an alternate mode of transporting goods to and from their facilities.

Denton Congestion Ranking: Denton is located at the juncture of the Interstate 35 Corridor where I-35 E and I-35 W intersect, providing access by vehicle to 35 percent of the U.S. population within 24 hours and 98 percent within 48 hours. Inrix ranked Denton's annual commute time spent in congestion as 11 hours. This reflects construction-related delays during the four-year, *35 Express* project construction that extends 30 miles, from U.S. Highway 380/I-35 in the City of Denton to I-635 in Dallas County. Scheduled to complete in late 2017, the project provides expanded frontage road and bridge capacity, three lanes northbound and southbound through the City of Denton and four general purpose lanes including two managed or tolled lanes between Lake Dallas and I-635 to alleviate congestion during peak times. <http://35express.org/>

Cross Timbers Campus Site

- I-35/Hwy 380 intersection
- Denton County Transportation Authority (DTCA) Connect bus service and commuter vanpool
- 3 minutes from Denton Enterprise Airport, 17 miles from Alliance Airport, 26 miles from Dallas-Ft. Worth International Airport and 36 miles from Dallas Love Field
- City's Bike Plan designates Western Blvd. and Jim Christal/Oak Street to have bike accommodations, likely an 8-10' sidepath

Hickory Creek Campus Site

- I-35 E/Mayhill Road intersection
- Walk/bike connectivity to DTCA A-train commuter rail and Connect bus service MedPark Station through proposed Mayhill Road realignment project
- The reconstruction of Mayhill Road will include a 10' sidepath intended for bicycle and pedestrian traffic. This will connect to the Denton Rail Trail (A-Train Trail), which will connect to US 380, which is planned to have a 10' sidepath connecting from Mayhill to the Greenbelt Corridor. These links are part of the Regional Veloweb, which connect the DFW region through a system of off-street bike and pedestrian trails. The Denton Rail Trail connects Denton to the Dallas Katy Trail.
- 6 minutes from Denton Enterprise Airport, 20 miles from Alliance Airport, 20 miles from Dallas-Ft. Worth International Airport and 30 miles from Dallas Love Field

Innovation District Campus Site

- I35 E to US 77 N to McKinney Street; US 380 to Mingo/Bell to McKinney Street
- DTCA A-Train commuter rail and Connect bus service at the Downtown Transit Center across the street.
- This site is positioned at the head of the Denton Rail Trail, which will connect users all the way to the Dallas Katy Trail when complete. There is also a network of on-street bike infrastructure with a mix of sharrows and bike lanes on Hickory St. and Oak St. A funded project will construct bike infrastructure on Sycamore Street from the Downtown Transit Center to the heart of the UNT campus.
- 6 minutes from Denton Enterprise Airport, 19 miles from Alliance Airport, 22 miles from Dallas-Ft. Worth International Airport and 32 miles from Dallas Love Field.

8. Please include information on your community with respect to daily living, recreational opportunities, diversity of housing options, availability of housing near potential sites for HQ2, and pricing, among other information. Please also include relevant crime data and cost of living data.

Daily Living

Daily living is laid back and convenient in Denton. The city has a diversity of choices in neighborhoods, shopping, dining, entertainment, healthcare, and education. Shopping, dining, and drinking locally are a passion of Dentonites, whether it's at the Denton Community Market, a boutique restaurant downtown, or a local craft brewery or coffee roaster. For those who prefer other shopping and dining options, Denton has several large-scale developments featuring national and regional retailers and restaurants. Denton is a regional medical destination, with two full service and numerous specialty hospitals. Denton ISD is one of the fastest-growing education systems in the DFW area, and the Denton area also is home to several private, preparatory, and parochial schools.

Recreational Opportunities

Denton enjoys an average of 228 sunny days per year, which means outdoor recreation is a year-round option. The City of Denton's Parks and Recreation Department oversees 75 athletic fields, 30 parks, 27 miles of trails, 10 facilities, two pools, a water park and splash park, a dog park, and countless recreational activities. Denton is near two large lakes – Lake Ray Roberts and Lake Lewisville – both of which offer camping, hiking, fishing, swimming, canoeing, and numerous other outdoor pursuits. Denton is home to several dance and yoga/meditation studios, as well as an indoor climbing facility.

Denton is in the heart of the North Texas horse country, one of the largest concentrations of horse farms in the United States. The area features a variety of breeds and disciplines. Quarter Horses, Thoroughbreds, Paints, Arabians, Appaloosas, Warmbloods ... they're here ... and world champion horses abound in cutting, halter, western pleasure, reining and many other disciplines. Large breeding farms, training facilities and equine specialists can be found, making this area a mecca for professional horsemen and horse enthusiasts from all over the world.

With two universities in town, there are many opportunities to enjoy basketball and football games, or a gymnastics match featuring the ten-time USA Gymnastics Collegiate National Champion Texas Woman's University Pioneers. Racing enthusiasts enjoy Denton's proximity to Texas Motor Speedway.

Denton is a music town at heart, with numerous local venues and an active house show scene, along with outdoor music events and multi-day festivals. Art galleries, museums, and performing arts venues abound in Denton, showcasing everything from shows by local artists and traveling exhibits to original works by internationally renowned artists in residence at Denton's universities.

Special events fill the calendar, from the winter Holiday Lighting Festival, to Blues Fest, Day of the Dead, and Dog Days of Denton in the fall, to the North Texas Fair & Rodeo and the community 4th of July parade in the summer.

Diversity of Housing Options and Pricing and Availability of Housing Near Potential Sites

Denton's housing unit composition is 58% single family and 42% multi-family. The median price per square foot for new homes in Denton is \$124, and the median home price is \$265,000. Denton has about 29,000 single-family housing units. Median rent in Denton is \$935, and Denton has about 23,000 renter-occupied units. Upcoming planned communities are slated to have about 30,000 new single-family homes and 8,200 new multi-family units.

Cost of Living Data

Denton's cost of living index is 97.7 out of 100.

(from www.bestplaces.net)

Crime Data

Violent crime: On a scale from 1 (low crime) to 100, Denton is at 20. The U.S. average is 31.1

Property crime: On a scale from 1 (low crime) to 100, Denton is at 37. The U.S. average is 38.1

(from www.bestplaces.net)

9. Please use your response as an opportunity to present any additional items and intangible considerations with respect to your state/province and community that Amazon should include in its analysis.

CITY OF DENTON

- **National leader in renewable energy.** Denton Municipal Electric (DME), the municipally-owned electric utility in Denton, leads the nation by providing 40 percent renewable energy to every customer. No other city in the nation provides more wind energy per capita, and DME was able to achieve this distinction without raising rates. DME is ahead of schedule in increasing its renewable portfolio to 70% by 2019, and will hit 100% before its target year of 2035.
- **#2 in Human Capital and Lifestyle (Foreign Direct Investment)** (fDi 2016-2017)
- **#37 Best small/mid-sized city for entrepreneurship** (Entrepreneur Magazine & Livability, 2017)
- **Best city for women in the workforce** (TIME/NerdWallet, 2016)
- **#12 overall healthiest housing market** (WalletHub, 2016)
- **Top 25 best cities for first-time homebuyers** (WalletHub, 2015)
- **#1 Great small city for millennials** (getrichslowly.org, 2015)
- **Most livable city in Texas** (livability.com, 2014 & 2015)
- **One of America's best main streets** (Fodors.com/Yahoo Travel, 2014)
- **#6 High-tech hotspot in the U.S.** (Progressive Policy Institute, 2013)
- **#1 Small Town in America** (Rand McNally/USA TODAY, 2012)

DENTON COUNTY

Denton County, Texas, ranked **#1 county in U.S. for projected economic growth** in the five-year period from 2017-2021 (4.1%) according to Oxford Economics.

Denton County posted **the nation's 10th fastest-growing county** population between 2010-2016 of counties with populations of 100,000 or more in 2010; posting 21.7% growth to more than 806,000 people.

DALLAS-FORT WORTH METROPLEX

The Dallas-Fort Worth Metroplex is home to 7.2 million people, making it the largest market in the southern U.S. and the seventh-largest in the nation.

- DFW International Airport offers non-stop flights to 153 domestic and 56 international destinations and to all major cities in the US within four hours.
- 110 Museums in the DFW area.
- 13 professional sports teams
- 52 wineries in DFW/North Texas area
- 223 sunny/partly sunny days annually

TEXAS

The advantages of working and living in Texas have been making national headlines for years. Texas boasts one of the most vibrant economies in the United States, leading in job growth, corporate relocation, and net migration. With a business-friendly environment, low taxes, and strong labor force, Texas is the ideal location for companies seeking a location for their office, corporate campus, distribution center, manufacturing facility or retail establishment.

- America's Top States for Business 2017 scorecard on state economic climate factor rankings (Source: CNBC Global CFO Council, business and policy experts, government sources and YPO) ranked Texas:
 - ✓ **1st in Workforce**
 - ✓ **1st in Infrastructure**
 - ✓ **3rd in access to capital**
 - ✓ **4th Best Overall**
 - ✓ **9th in cost of living**

Supporting Documentation from Denton, Texas, for Key Preferences and Decision Drivers

Site/Building

Amazon's HQ2 is a transformational project, and as such, must have optimal real estate options to consider. In Denton, Amazon will find three unique sites to meet its needs. We've selected two large contiguous sites and one smaller "bonus" site for your review. While the site details are covered comprehensively in other areas of our response, here's some information about how each site incorporates Denton's culture and creativity.

- **Cross Timbers Campus site:**

- This site is named for its location in the Cross Timbers ecosystem, a boundary between the forests of eastern North America and the southern Great Plains. Unique because of its geology, climate, and weather, the resulting interplay of forests – rich with an understory of shrubs, vines, and brambles – and prairies – full of grasses and wildflowers – makes the Cross Timbers a natural wonder.
- Part of the site is the former campus of the Selwyn College Preparatory School, which was founded in 1957. In the mid-1960s notable architect and former Denton resident O'Neil Ford was commissioned to design several buildings for the campus, including a dormitory, a science building, and the dining hall. The buildings, with their angular design and adobe-like brick, are adorned with massive windows and intricate light fixtures. The site also includes an amphitheater and a large manmade pond.
- This site offers Amazon a unique opportunity for historic preservation along with greenfield development.

- **Hickory Creek Campus site:**

- This site is named for nearby Hickory Creek, a 14-mile long stream that provided fresh water to some of Denton County's early settlements. The creek has two forks, North and South, which drain 123,000 acres and feed into Lake Lewisville. Local vegetation along its banks include native grasses and oak, pecan, juniper, and mesquite trees.
- This site is in close proximity to the Denton County Transportation Authority's MedPark Station, which is one of two Denton A-train rail stations and also is served by DCTA's Connect bus service. The A-train is a 21-mile regional rail system connecting Denton and Dallas Counties. To the south, it interfaces with Dallas Area Rapid Transit at the Trinity Mills Station in Carrollton. To the north, it reaches its terminal end in the bustling downtown core of Denton.
- The A-train Rail Trail runs alongside DCTA's commuter rail line and was designed to complement its surroundings and adjacent facilities. The 18-mile trail connects the Downtown Denton Transit Center with the Hebron Station in Lewisville to the south.
- This site is a true greenfield gem, an open canvas for the design and development of HQ2, and its connectivity to transit and bike/pedestrian options sets it apart.

- **Innovation District Campus site:**

- Named for its location in the redeveloping creative and entrepreneur hub east of Denton's historic Courthouse Square, this site is a "bonus" offering intended to complement either the Cross Timbers or Hickory Creek sites. Beginning with the City of

Denton's investment in the adaptive reuse of a warehouse into tech and creative centered space, this area is fast-growing and sought-after by entrepreneurs and startups.

- The site has a very Denton feel – it would be a transit-oriented development immediately adjacent to new multifamily housing and within walking distance of several live music venues, local coffee shops and breweries, a variety of restaurants, and Quakertown Park, a large urban greenspace that's home to the central public library and Denton's City Hall.
- This site is connected to the Hickory Creek Campus site by the DCTA A-train commuter rail and the A-train Rail Trail.
- This site is a creative addition to either of the large-scale sites – an urban core redevelopment opportunity in the center of Denton's creative, tech, and entrepreneur scene.

Cultural Community Fit

While details about Denton's incredible higher education resources are covered thoroughly in other areas of our response, here's demographic and governmental structure information, along with testimonials not only from other large companies, but from tech startups, education partners, elected officials, and neighboring communities that are supportive of Denton's bid to the Amazon's HQ2 home.

- **Demographics**

- Race and Ethnicity in Denton
 - White – 59.6%
 - Hispanic – 22.4%
 - African American – 11.4%
 - Other – 4.9%
 - Two or more races – 1.7%

- **Local Government Structure**

- The City of Denton is governed using the Council-Manager form of government. The mayor and six council members are the legislative body of the City; its members are the community's decision makers. The Council focuses on community goals, major projects, and long-term considerations such as community growth, land use development, capital improvement plans, and strategic planning. The Council appoints a professional manager to oversee the delivery of public services.
- Denton's Mayor and Councilmembers, the Denton County Judge, and Denton's District 64 representative in the Texas House are all eager and willing to work with Amazon on the HQ2 project.

- **Testimonials**

- Support letters from 17 partners follow this document.

Community/Quality of Life

Denton stand out with regard to many aspects of quality of life, but we want to particularly highlight our desire for and attention to sustainability in our community.

- Denton has a robust parks, trails and green infrastructure that supports the community's desire for a high quality of life. Between the City's strong Parks & Recreation department, the Watershed Protection Plan, and our Mobility Plan with a Bike and Pedestrian component, we have a strategic plan to protect and restore our precious natural resources and open spaces.
 - 31.1 Acres of public space per 1,000 residents, including our amazing 2,900-acre Clear Creek Natural Heritage Center
 - 39% of the City is covered by a defined vegetated surface (i.e. tree canopy, parks, flood plains, stream buffers, etc.)
 - 50% of residents live within 1/3rd of a mile of a public space
 - 96% of residents live within 3 miles of an off-road trail system
 - 99% of residents live within 1 mile of a community venue
 - Based on a community survey, an estimated 87% of residents visited a park at least once a year
- Denton is a solar and wind friendly community, with the City-owned Denton Municipal Electric as a national leader in renewable energy adoption. Amazon will be receiving between 70-90% of its grid electricity from renewable resources just by being a DME customer. DME has committed to obtaining 100% renewable energy by 2035, and we'd love for Amazon to partner with us to help us both achieve that goal together through local generation development projects.
- Following recommendations of our 2005 commitment to the Mayors Climate Protection Agreement, the City of Denton has been strategically working to reduce our Greenhouse Gas footprint, both within the municipality and community-wide. As an early adopter and pilot community for conducted GHG Inventories, the City began tracking these metrics in 2002 and set our base year in 2006. Since 2006, the City has successfully reduced municipal GHGs by 25% and community GHGs by 20%. When taking into consideration we've done this while also growing the population by 18% in the same timeframe, our relative GHG/capita reductions have been 52% and 46%, respectively. This puts Denton well on track to meet the internationally recognized standards of reducing our GHGs 80% by 2050.
- Denton was recently awarded a 3 STAR certification from STAR Communities, the nation's leading framework and certification program for local sustainability. Being recognized among an elite group (under 75 total) communities across the country (including Seattle) is an honor. With support from leadership and a committed staff of sustainability experts, Denton will be working diligently to continue to raise our sustainability performance over the next decade.
- The City of Denton landfill is home to Pratt Recycling's regional facility. Pratt diverts and recycles the boxboard/cardboard, mixed paper, plastic, aluminum, and glass materials collected through the City's residential and commercial recycling collection services.
- The City operates a Home Chemical Collection (HCC) service that provides curbside collection and disposal services of hazardous wastes such as used motor oil, batteries, paint, and household cleaners. The HCC also provides recycling services for electronics.
- The City operates a Building Materials Recovery program in which construction and demolition materials such as metal, wood, and concrete are diverted and processed for reuse.
- The City of Denton landfill utilizes Enhanced Leachate Recirculation (ELR) to increase waste breakdown and generate electricity through the collection of methane gas.



LYNN STUCKY, D.V.M.
STATE REPRESENTATIVE • DISTRICT 64

September 19, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Mr. Bezos,

I am pleased to write this letter in support of Denton, TX and North Texas as a candidate from Amazon's highly anticipated HQ2. Texas continues to be the most business friendly state in the United States, attracting not only hundreds of new businesses a year, but a highly skilled work force. Denton, TX alone, has two nationally recognized universities with The University of North Texas and Texas Woman's University.

Thirty years ago, I moved to Denton from Kansas to start my veterinary practice. I found that the community and the opportunities to prosper were unmatched. This is evident by the growth of the Dallas/Fort Worth Metroplex, which has stretched north to Denton County. Both Denton and Collin Counties recently topped the list for projected economic growth, in GDP according to an Oxford Economics forecast.

We are home to companies such as Peterbilt, Tetra Pak, Sally Beauty Supply, Kubos, and Ready Rosie amongst others. The expansion of Amazon's already strong footprint in Texas would be a welcome addition to our community. I hope that you will give North Texas your utmost consideration in selecting a location for HQ2.

Sincerely,

Lynn Stucky, DVM
State Representative
House District 64

September 22, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos:

I appreciate the opportunity to tell you about Denton County and to invite you to be part of our vibrant community. Located at the apex of Dallas and Fort Worth triangle, with the vibrant City of Denton as its county seat, Denton County is a prime location for growth and development and would be the ideal home for Amazon HQ2.

Denton County has a pro-business climate, as evidenced by our low tax rate, and government officials who welcome innovative development with open arms. We place a priority on economic development in Denton County, as well as on quality of life for all our citizens. With a population nearing 800,000, we are one of the fastest growing counties in the country.

Home to two major universities, with a third under construction, and one junior college, Denton County's focus on higher education is second to none.

Not only does Denton County boast two major highways within close proximity to DFW International Airport, but we are also home to Alliance Airport, the world's first 100% industrial airport designed for cargo and corporate aviation. In addition, we are served by the Denton County Transportation Authority, providing commuter rail service from Denton County to Dallas County.

According to a recent CBS News report, of the nine U.S. counties with the strongest economic growth, Denton County ranks number one. In addition, we have a well-educated, skilled workforce, and an abundance of land for future development.

I speak for the other county officials when I say we would enthusiastically welcome Amazon HQ2 to Denton County and will do our part to ensure you have a successful experience here. The court has discretion when it comes to incentives, and we would fully utilize every available tool for your project.

Sincerely,



Mary Horn
Denton County Judge



Jason Brinkley
County Judge

101 South Dixon Street
Gainesville, Texas 76240

Phone: (940)668-5435
Fax: (940)668-5440

September 27, 2017

Mr. Jeff Bezos
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos,

Texas has a culture of neighbors helping neighbors, which is why I'm writing to you in support of Amazon selecting the city of Denton, Texas, as the location for HQ2. Cooke County sets just to the north of Denton County. As the seat of Denton County and one of the fastest-growing counties in the nation, the city of Denton has the location, business climate, workforce, higher education assets, sustainable initiatives, and culture that Amazon is looking for.

Cooke County is a community of approximately 40,000. Cooke County includes the Cities of Gainesville, Lindsay, Muenster, Valley View and Callisburg, offering much desired rural settings and excellent educational opportunities with many high quality small independent school districts that excel in both academics and athletics. Being such a short distance from Denton, many of our residents make the easy commute into the area daily for their jobs.

As you are well aware, the DFW area is a significant economic engine in the Texas economy and is one of the fastest growing areas in the nation. This is not by happenstance, but because of our dedication to business and innovation that starts at the local level, and the city of Denton has been on the forefront of this movement.

Cooke County would welcome Amazon as our new neighbor in Denton, Texas.

Sincerely,



Jason Brinkley
County Judge



UNIVERSITY OF NORTH TEXAS®

Neal J. Smatresk, President

September 28, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos:

The University of North Texas (UNT) is pleased to provide a letter of support for Denton, Texas during the current solicitation for proposals for Amazon's second headquarters. We appreciate the opportunity to demonstrate how the North Texas region offers tremendous opportunities for continued expansion as Amazon grows and transforms its services and commerce. Denton offers many strengths and as UNT's home, we are proud to support this proposal.

UNT is the 25th largest public university in the USA with a diverse population of 38,000 students studying in a vast array of disciplines. Ranked a Tier One research university by the Carnegie Classification, UNT has been aggressive in its growth of both graduate and Ph.D. programs to much success. UNT has developed a number of programs in the arts, business and engineering that are nationally recognized and highly ranked that would expedite building the employee base needed by Amazon.

In addition to a full suite of business programs in all the ordinary areas, UNT's Logistics and Supply Chain Management program is ranked third in the country by Software Advice. Our College of Visual Arts and Design is ranked first in the southwest, and features programs in communication design, user interface experience, and fashion design which works hand-in-hand with our unique digital retailing program which is well-known to Amazon. We just added a new program in consumer experience management and our merchandising program remains one of our strongest. These programs, along with new master's level programs in data science and data analytics, complement our strong computer science and electrical engineering programs which help build the technical base Amazon needs.

UNT is considered a leader in computer sciences, digital merchandising, logistics and design thinking; areas we believe are critical to recruiting and training the talent Amazon wants for long-term growth. We recently introduced new graduate degrees in interaction and user experience design, advanced data analytics and marketing analytics.

Office of the President

1155 Union Circle #311425 • Denton, Texas 76203-5017 • 940.565.2026 • Fax 940.565.4322 • www.unt.edu

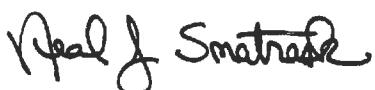
	Degree Year 2014/15	Degree Year 2015/16	Degree Year 2016/17
Computer, Information, Decision Sciences and Engineering (Bachelor's)	225	222	223
Computer, Information, Decision Sciences and Engineering (Master's)	163	132	128
Computer, Information, Decision Sciences and Engineering (Doctoral)	29	19	13
Logistics (Bachelor's)	125	174	125
Logistics (Master's)		11	6
Digital Retailing (Bachelor's)	31	33	45
Communications (Bachelor's)	115	108	91
Communications (Master's)	8	10	5
Arts and Design (Bachelor's)	33	49	46
Total	729	758	682

UNT's mission is to close the gaps between education and employment. As such, we are expanding course offerings to help meet employers' needs in the North Texas region and preparing our students with the soft and technical skills necessary to help corporations thrive. We have strong relationships with local school districts, community colleges, fellow UNT System institutions, and members of the Federation of North Texas Universities, that enable us to collaborate on initiatives that promote student support. Our faculty researchers, specifically in the Jim McNatt Institute for Logistics Research, work daily to develop effective solutions to complex problems.

UNT is building mutually beneficial partnerships with global businesses and recently entered into an agreement with NetDragon, a Chinese internet gaming and education delivery company, to develop new software tools for communication. We are working with companies, such as Fidelity Investments and the Dallas Cowboys, to create and implement internal training and continuing education curriculum to achieve their business' specific needs.

UNT is preparing students with the deep and data-minded skill sets demanded by the ever-changing digital economy. We are confident UNT can work with Amazon to build a long-term solution for educating and retraining high-level talent for its needs in our region.

Sincerely,



Neal J. Smatresk
President

Office of the President

1155 Union Circle #311425 • Denton, Texas 76203-5017 • 940.565.2026 • Fax 940.565.4322 • www.unt.edu



21 September 2017

Mr. Jeff Bezos
Amazon Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle WA 98121

Dear Mr. Bezos:

I enthusiastically join my Dallas area colleagues in making the case that North Texas would be a terrific headquarters location for Amazon, its employees and families. Texas Woman's University stands ready to do all we can to support your success here.

Texas Woman's holds a distinctive position as the nation's largest university primarily for women—and as a public institution, we are in a class of our own. We are nearly the size of Baylor University (about 16,000 students) on three campuses, and we have been ranked No. 1 in the DFW area by the *Dallas Business Journal* for actual graduates' earnings vs. the cost of their education.

We are known for our historic strengths in business, education, liberal arts, nursing and the health sciences and this year, the State of Texas funded us to create the state's only Center for Women's Leadership in Business, Politics and Public Policy.

Advancing women's careers and leadership abilities are key elements of our vision, mission and strategy. To do this, we go well beyond classroom instruction and have deep experience in online offerings as well. We are prepared to 'suitcase' uniquely tailored women's leadership programs to meet your needs. Our highly diverse student body would also relish the opportunity to work with Amazon as interns, part-timers and as Amazon future employees upon graduation.

TWU was the first higher education institution in Texas to offer a music degree, has one of America's three doctoral programs in dance, and our campus provides easy access for community participation in our theatre, dance and music performances. Last but not least, when it comes to health and well-being, it is highly likely that when needing medical treatment, your employees and their families will be cared for by health professionals trained in TWU's top nationally ranked programs.

We are thrilled you are considering locating Amazon HQ2 in our area and I stand ready to answer any questions regarding your workforce transitional and long-term needs, or any questions that may come up in the evaluation process.

With warm regards,

Carine M. Feyten, Ph.D.
Chancellor and President



Office of the President

NORTH CENTRAL TEXAS COLLEGE

G. Brent Wallace, Ph.D.

September 22, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos:

North Central Texas College enthusiastically supports the City of Denton, Texas in its quest to bring Amazon's second headquarters to North Texas.

North Central Texas College is passionate about providing a means to meet the potential of our communities. We are willing to engage in innovative models and take risks to meet workforce needs while offering North Texans a path to financial stability and self-fulfillment.

Our dedication to our community has led North Central Texas College (NCTC) to become the only Department of Labor TechHire grant recipient in the State of Texas. Through this 4 year, \$4 million grant we are increasing the tech talent pipeline in North Texas, and we're engaging and benefitting employers too.

TechHire is the second multi-year Department of Labor information technology grant that NCTC has received in the past five years. During that time, NCTC has grown its number of information technology programs from four to six and NCTC's information technology program graduates have increased fourfold. NCTC is fueling the growth in technology jobs in North Texas.

North Texas is privileged to house numerous universities including the University of North Texas, Texas Woman's University, Midwestern State University, University of Texas Arlington, and University of Texas Dallas. NCTC has close relationships with these partners in education, and we are unified in our commitment to excellence and value in higher education while meeting workforce needs.

NCTC is the State of Texas's workforce training provider in Denton County. The college has administered some \$9 million in workforce training grants over the last 20 years and trained thousands of workers in various industries. NCTC is poised to put these state resources to work for Amazon in developing its leaders.

As a State, Texas's Higher Education Coordinating Board is leading an initiative to make Texas even more attractive to businesses by growing the population of college graduates across the state. NCTC is doing its part to meet that goal, and the College will soon open a sixth campus in downtown Denton. This campus is expected to give students greater flexibility and access to the numerous options for completing a degree in the North Texas area including degrees in the Information Technology field.

NCTC was founded by a pioneer of the community college system, and we've built our mission and values with that pioneering spirit at our core. NCTC isn't just providing an education. NCTC empowers each student to achieve his or her fullest potential, give back to the community, and seize the future. Amazon, a company of pioneers, belongs here in North Texas where lasting, transformational impact is possible for us all.

Sincerely,



G. Brent Wallace, Ph.D.
Chancellor
North Central Texas Community College District



Dr. James K. Wilson, Superintendent ■ 1307 N. Locust St. ■ Denton, Texas 76201

September 21, 2017

Mr. Jeff Bezos
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos:

As the leader of one of the fastest growing public educational systems in the Dallas-Fort Worth area, I am pleased that you would consider joining other successful corporations and relocate to our community.

Each year the graduates from our four comprehensive high schools average receiving more than \$20 million annually in scholarships to attend colleges and universities across the country. The same group of graduate's average earning 900 professional or industry-standard licenses or certification in a various technical fields, ranging from aeronautics to electrical manufacturing, plus more in between.

Our Board of Trustees and community keep pace with the economic development because the key strength to the vitality of any community is a strong public-school system. Since 2004, voters have approved and supported \$627 million in new construction and renovation for our local schoolchildren. Collaborative, corporate-type secondary schools helping us graduate students who become a dynamic part of our local workforce led by our mostly homegrown educators of 5,000 strong.

At the same time, the Board has paid down and refinanced the bonded indebtedness which has translated into a \$134.2 million savings to local taxpayers since 2005. Our commitment to educational excellence coupled with affordability continues to make our community the choice for families relocating to our area from across the country.

Although we cover 180 miles of geographic service area, Denton ISD's unique small-town community environment separates it from the growing, larger suburban school districts within the area. Denton ISD offers all the programs available from larger school districts while maintaining a small community climate.

Please contact me directly via email at jwilson@dentonisd.org or by phone at (940)369 – 0000. I would be happy to answer any questions regarding our community.

Sincerely,

A handwritten signature in black ink, appearing to read "J. K. Wilson".

Dr. Jamie Wilson
Superintendent of Schools

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

September 21, 2017

Dear Mr. Bezos:

On behalf of the Denton County Transportation Authority (DCTA), I would like to express our strong support for the Amazon HQ2 location in our area. We provide mobility options for one of the fastest growing areas in the entire country. In cooperation with our funding partners, DCTA will work closely with the design team to craft a unique and effective transit service for the new campus.

DCTA is a direct recipient of federal funds, and is fully prepared to work closely with the North Central Texas Council of Governments and the Regional Transportation Council to deliver federally funded infrastructure projects in support of your project. We have a strong track record of success in this area. DCTA provides a full range of transit services within our service area. We operate commuter rail, commuter and fixed-route bus, employer site specific shuttles, commuter vanpool, and paratransit services within our member cities and in the surrounding area. The incorporation of transportation network companies (like Uber and Lyft) into our service delivery model is but one example of the innovative approach DCTA takes to matching our services to the needs of the communities we serve. This includes bringing services to communities we do not currently serve and additional services to extend the reach of transit as an option.

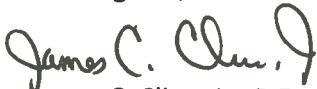
DCTA will continue to work closely with our peer transit authorities (Dallas Area Rapid Transit and Fort Worth Transportation Authority) to deliver service in the Dallas-Fort Worth (DFW) region. This includes a jointly operated bus service and cross platform rail transfers to expand the service options far and wide throughout the entire DFW region. Our regional reciprocal fare policy is one example of how this cooperative effort works well with all three transit agencies. A further example is the joint operation with the FWTA of commuter bus service on the 35W Corridor between Denton and Fort Worth via the Alliance development.

DCTA also takes great pride in delivering non-transit elements to include the development growth near our commuter rail stations and a 20 mile hike/bike trail system paralleling our existing rail line. Our rail vehicles and buses are fully accessible for bicyclists and riders with disabilities.

DCTA is closely linked to education as we serve the University of North Texas, Texas Woman's University, and North Central Texas College. These partnerships provide access to over 50,000 students at highly -ranked higher education institutions within the immediate area.

Please feel free to contact me if I may answer any questions or be of any assistance.

Best regards,



James C. Cline, Jr., P.E.
President



September 21, 2107

Mr. Jeff Bezos
Amazon
Office of Economic Development
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos:

Situated where U.S. Interstate Highways 35 East and West join, Denton, Texas is conveniently located at the apex of a triangle that is anchored by the cities of Dallas and Fort Worth. One can drive non-stop to Mexico or Canada from Denton.

Denton is less than an hour from D/FW International, Alliance and Love Field Airports, as well as the City's own Denton Enterprise Airport. A growing city of 133,808 people, as of the 2016 U.S. Census Estimations, Denton is not considered a suburb. As the county seat, and the northern gateway to the largest metropolitan area in Texas, it is legitimately original and independent.

Higher education is considered a major industry in Denton. The University of North Texas and Texas Woman's University, boast a combined enrollment of 50,000 students. North Central Texas College, a two-year undergraduate school with a campus in nearby Corinth, lend themselves to providing a trained and ample workforce

Companies such as Peterbilt Motors, Jostens, Acme Brick, Victor Technologies (Thermadyne Industries), and Sally Beauty Company have called Denton their corporate headquarters or primary manufacturing home for many years, embracing the attractive demographics for their employees, clients and business.

The Denton Chamber of Commerce is pleased to present our community for consideration as Amazon's new HQ2! Based on the information received, we feel that our city is an excellent location worthy of consideration for Amazon's second corporate headquarters. The chamber's leadership and economic development staff are at your service.

Sincerely,

The signature of Jim Fykes, Chair of the Board.
Jim Fykes
Chair of the Board

The signature of Amanda Orlingderff, Vice Chair of the Board, Economic Development Division.
Amanda Orlingderff
Vice Chair of the Board
Economic Development Division

The signature of Erik Clark, Chair-Elect of the Board.
Erik Clark
Chair-Elect of the Board

The signature of Charles W. Carpenter, IOM, President.
Charles W. Carpenter, IOM
President

Dear Mr. Bezos:

I am pleased to write this letter in support of the Denton, Texas bid for Amazon HQ2, the second Amazon headquarters in North America. We believe Denton is a great location for a corporate headquarters – we have our HQ operation here for our entire North, Central and South American operations.

As a leading global supplier of packing and processing solutions, Tetra Pak has been a part of the North Texas community since 1982 when we broke ground on our first production plant in Denton. Since then we have continued to expand our presence here. Our Denton plant now produces more than five billion cartons annually, and with the addition of a new 32,000 sq. ft. front office in 2014, North Texas officially became our HQ for Tetra Pak's operations in the Americas.

This year we kicked off our latest expansion project: the addition of a new laminator to increase the capacity of our HQ facility. This sizeable investment in factory upgrades will reduce times for order fulfillment and ensure faster shipping of products for our customers, including Amazon. We believe this expansion is a smart investment in our future here in the U.S. and Canadian markets.

We are proud to call Denton home. Denton offers a favorable business climate in a great location that can be easily accessed by highway, air and rail. Denton has a charming small-town feel, while still offering community amenities found in larger metropolitan areas. It is a city that embraces innovation, which is fueled by two thriving state universities. Above all, Denton and its surrounding communities offer exceptional livability for our employees.

We encourage you to consider Denton, Texas as the new home for Amazon HQ2. It has been a great fit for Tetra Pak, as evidenced by our history of expansion. We look forward to increasing our presence in this great community, and would be pleased and honored to have you as our neighbor. Please let me know if I can assist in any way, or answer any questions you might have about our experiences here.

Sincerely,



Carmen Becker
President & CEO, Tetra Pak U.S. & Canada

940-565-8991
Carmen.Becker@tetrapak.com



Flowers Baking Co. of Denton, LLC.

Douglas Woolf
Director of Human Resources
4210 Edwards Rd.
Denton, TX 76208

Mr. Bezos
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos,

I am writing this letter to show my support of the City of Denton in its efforts to secure your consideration to locate Amazon's second headquarters here in Denton. Even though our company is but a fraction of the size of Amazon, we still went through the due diligence process as to why Denton was the perfect location for our business.

Flowers Baking Company of Denton is just one of over 45 bakeries of Flowers Foods spanning coast to coast. As a 4 billion dollar company it was imperative that we select a location that would efficiently serve our customers and to also meet our strategic needs. **Denton Texas was that place!.....** We began our partnership with Denton in 2003, and as a startup location we had 3 employees. Now in 2017 over 500 people directly and indirectly work out of our facility.

Denton is strategically located just north of the DFW area which has a population of over 7 million people. Denton also has the real estate available to accommodate a huge facility such as yours with accessibility to rail operations and airports. The Denton airport offers convenient access to major highways and will accommodate corporate jets. DFW airport is located just south of Denton and handled over 66 million passengers in 2016 and can service every major city in the continental U.S. in just four hours. Alliance Airport just north of Fort Worth is also available being the world's first 100% industrial airports designed for cargo.

In summary, Denton was the perfect choice for us and has been a great business partner for our Company...

Sincerely:

A handwritten signature in blue ink that reads "Doug Woolf". The signature is fluid and cursive, with "Doug" on the top line and "Woolf" on the bottom line.

Doug Woolf
Director of Human Resources

To Whom It May Concern,

I am offering this letter of support for the City of Denton, Texas as a candidate for Amazon's new Headquarters.

Over the last three years, I have built my Space software startup, Kubos, in the heart of Denton, Texas. I found my two co-founders, lawyer, first advisors, and first software engineers here in Denton.

As Kubos has expanded and received over \$3M in venture capital from many top Silicon Valley firms, the reasons for us continuing to invest here are many, and include:

- Access to over 40,000 local college students with Computer Science and Computer Engineering programs from the University of North Texas, Texas Woman's University, and regional access to UT Arlington and UT Dallas.
- Stoke, A City-supported tech & entrepreneur center, provides a local home for many startup and tech companies, hackathons, and other active startup community resources such as TechMill.
- Denton attracts talent from across the Dallas-Fort Worth region with it's diverse and creative downtown culture that is exemplified by the many music and film festivals, art galleries, and historic courthouse.
- Our employees located in Denton enjoy a very high quality of life coupled with a low cost of living, and access to everything a metroplex with over 7 million people can offer.
- The entire downtown area is walk and bike friendly, offering easy access to the DCTA A-train, and buses that give public transportation options for the entire region.

I believe Denton would be an ideal location for Amazon's new Headquarters, as the mix of cost, creative culture, urban setting, and student/engineering talent in this region are unsurpassed.

Yours truly,



Marshall Culpepper
CEO & Co-founder, Kubos



September 20, 2017

Mr. Bezos and the Amazon HQ2 Location Team:

I am writing this letter in support of the proposal to bring Amazon's second headquarters to Denton, Texas.

When I founded ReadyRosie 6 years ago, our location in Denton was key to our early success. Two major universities located within a mile of the downtown area with their endless supply of talent, ambitious young professionals in the creative tech fields, and willing educational institutions that served as incubators for our early ideas.

Now that we are the nation's leading early childhood family engagement tech solution, used by over 4000 schools across the nation and growing quickly, our commitment to Denton is stronger than ever. Our employees enjoy easy transportation to our downtown office with our city's commitment to bike lanes, bus routes, and a commuter rail that connects us to the greater DFW region. Our sales team can easily jump on a plane in Dallas and get to and from meetings on either coast in the same day. With one of the most vibrant indie music scenes in the nation and a vibrant creative class culture, young people want to live, work, and play in Denton. And with a growing startup culture and tech scene, supported by a city and community committed to education, finding and retaining top talent is easy to do.

No doubt, cities all over the nation are vying for your affection, telling you all the wonderful amenities, infrastructure, and other great things they have to offer. There are many cities where Amazon and your employees can go, set up shop, and be consumers of a great city. In Denton, we offer you something even better: help be creators of a great city. Denton is on the rise and we invite you to come and join with us as creators and contributors to our culture.

Please let me know how I can help introduce you to Denton, the city I love and the city that has helped me foster my entrepreneurial dreams.

All the best –

Emily Roden
Founder and CEO, [ReadyRosie](#)
eroden@readyrosie.com
940-300-7084



September 28, 2017

P.O. Box 1144
117 W. 4th Street
Justin, TX 76247
940-648-3800

Mr. Jeff Bezos
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos,

Texas has a culture of neighbors helping neighbors, which is why I'm writing to you in support of Amazon selecting the city of Denton, Texas, as the location for HQ2. Justin is Denton's neighbor 17 miles to the South. As the seat of Denton County, one of the fastest-growing counties in the nation, Denton has the location, business climate, workforce, higher education assets, sustainable initiatives, and culture that Amazon is looking for.

The city of Justin, a growing community of 3,500, is known for western appeal, small town charm and excellent quality of life. Justin offers affordable housing with a small town atmosphere, perfect for raising young families as well as a great opportunity for new business.

The North Texas region has many advantages to support Amazon's second headquarters location. This region of North Texas boasts a great quality of life for residents and business-friendly environment for business investment. The area has a unique blend of country atmosphere with a dynamic environment for economic development, making it ideal for living, working, recreation and entertainment. In addition, Amazon will have access to a skilled labor force with thousands of qualified workers living in the region. Employees will benefit with an abundance of affordable housing, excellent public education, and cost of living generally lower than the national average.

The city of Justin would welcome Amazon as our new neighbor in Denton, Texas.

Shari Ihnfeldt
Yours truly,
Shari Ihnfeldt
Executive Director
Justin Economic Development Corporation
Justin Community Development Corporation



September 28, 2017

Mr. Jeff Bezos
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos,

Texas has a culture of neighbors helping neighbors, which is why I'm writing to you in support of Amazon selecting the City of Denton, Texas, as the location for HQ2. The City of Gainesville is Denton's neighbor 30 miles to the north. As the seat of Denton County, one of the fastest-growing counties in the nation, Denton has the location, business climate, workforce, higher education assets, sustainable initiatives, and culture that Amazon is looking for.

Gainesville, a community of 17,000 residents, is known for the Medal of Honor Host City Program. *Rand McNally* and *USA Today* named Gainesville as the "Most Patriotic Small Town" in 2012. We are also proud to be home North Central Texas College, the oldest continuously operating two-year college in Texas. The college offers 58 degree programs in Gainesville, Bowie, Corinth, Flower Mound, and Graham.

The North Texas region has many advantages to support Amazon's second headquarters location. Denton and the surrounding areas have everything a business would want with an educated workforce, available land, and the heart of Texas's transportation system with DFW Airport, Love Field, and the convergence of I-35.

Gainesville would welcome Amazon as our new neighbor in Denton, Texas.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jim Goldsworthy'.

Jim Goldsworthy
Mayor
City of Gainesville



City of Lindsay

P.O. Box 153 / 608 Ash Street
Lindsay, Texas 76250
(940) 665-4455
FAX: (940) 665-4910

September 27, 2017

Mr. Jeff Bezos
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

Dear Mr. Bezos,

Texas has a culture of neighbors helping neighbors, which is why I'm writing to you in support of Amazon selecting the city of Denton, Texas, as the location for HQ2. The City of Lindsay is Denton's neighbor thirty (30) miles to the northwest. As the seat of Denton County, one of the fastest-growing counties in the nation, Denton has the location, business climate, workforce, higher education assets, sustainable initiatives, and culture which Amazon is seeking.

Lindsay, a community of 1018 residents, is known for our University Interscholastic League (UIL) Academic State Champion Exemplary School, historic 125-year-old Catholic Church, Clean, Neat Friendly Community, and Tree Lined Parks. The Lindsay Community produces hard working, loyal employees and has land available for development and growth including commercial and residential.

The North Texas region has many advantages to support Amazon's second headquarters location. The growth of the area and strong employee base would benefit Amazon and the added jobs and growth would benefit the North Texas Area Communities.

The City of Lindsay would welcome Amazon as our new neighbor in Denton, Texas.

Sincerely,

A handwritten signature in blue ink that reads "Donald L. Metzler".

Donald L. Metzler
Mayor

Cc: File



City of Valley View

308 W. O'Buch

PO BOX 268

Valley View, TX 76272

940-726-3740-phone

940-726-6253-fax

September 25, 2017

Mr. Jeff Bezos
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave.
Seattle, WA 98121

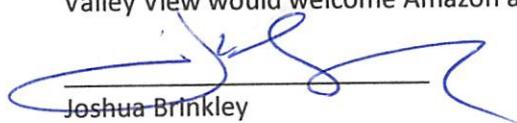
Dear Mr. Bezos,

Texas has a culture of neighbors helping neighbors, which is why I'm writing to you in support of Amazon selecting the city of Denton, Texas, as the location for HQ2. Valley View is Denton's neighbor 6.25 miles to the North. As the seat of Denton County, one of the fastest-growing counties in the nation, Denton has the location, business climate, workforce, higher education assets, sustainable initiatives, and culture that Amazon is looking for.

Valley View, a community of 800 is known for being a small town with a big heart! We love to help our neighbors no matter how much distance is between us. We enjoy creating safe family fun and our Friday night lights. The more to gather the better and as we grow we are welcoming with open arms.

The North Texas region has many advantages to support Amazon's second headquarters location. The expansion of Interstate 35 from the South has a large impact of growth on our small town. Though it is growing, there is still not enough proof to larger companies that our little town needs more to satisfy the demand of employment and or housing. With Denton being so close, this would provide our working commuters, which makes up the larger amount of our population, to spend less time commuting and more time with their families remembering what is most important in life. Our small town is full of fun family activities and we would like everyone to get a chance experience our friendliness, the Texas way.

Valley View would welcome Amazon as our new neighbor in Denton, Texas.



Joshua Brinkley
Mayor
City of Valley View